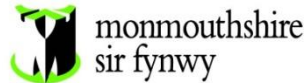


Public Document Pack



Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

County Hall
Rhadyr
Usk
NP15 1GA

Tuesday, 29 September 2015

Dear Councillor

CABINET

You are requested to attend a **Cabinet** meeting to be held at **Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA** on **Wednesday, 7th October, 2015**, at **2.00 pm**.

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Consideration of reports from Select Committees (none)
4. To consider the following reports (Copies attached):
 - i. **Draft budget proposals 2016/17 for consultation** 1 - 440

Division/Wards Affected: All
Purpose: To provide detailed draft proposals on the budget savings required to meet the gap between available resources and need to spend in 2016/17, for consultation purposes. To consider the 2016/17 budget within the context of the 4 year Medium Term Financial Plan
Author: Joy Robson, Head of Finance,
Contact Details: joyrobson@monmouthshire.gov.uk
 - ii. **Draft Income generation strategy** 441 - 456

Division/Wards Affected: All
Purpose: To consider the draft income generation strategy as part of the work on closing the gap in the MTFP.
Author: Kellie Beirne / Joy Robson
Contact Details: kelliebeirne@monmouthshire.gov.uk/
joyrobson@monmouthshire.gov.uk
 - iii. **Report on the Review of Mardy Park Resource Centre** 457 - 516

Division/Wards Affected: Mardy & other Bryn-y-cwm wards
Purpose: To seek approval for the strategic direction and re-modelling of site and services at Mardy Park Resource Centre [MPRC] as set out in the review report in Appendix 1. To seek approval for the recommendations set out below.
Author: Colin Richings, Implementation Lead

Contact Details: colinrichings@monmouthshire.gov.uk

- iv. **Consultation to establish a 55 place ALN facility at Monmouth Comprehensive School whilst amending the capacity of the mainstream school to 1600** 517 - 566
Division/Wards Affected: All
Purpose: The purpose of the report is to seek approval to consult on the proposed alterations to Monmouth Comprehensive School
Author: Cath Sheen, Schools Liaison Officer
Contact Details: cathsheen@monmouthshire.gov.uk
- v. **Consultation on proposed closure of Llanfair Kilgeddin VA Primary School** 567 - 624
Division/Wards Affected:
Purpose: The purpose of the report is to outline the current position in relation to Llanfair Kilgeddin Voluntary Aided Primary School and for Members to consider the Governing Body request for the Local Authority (LA) to consult on closure of the School.
Author: Cath Sheen, Client Liaison Officer
Contact Details: cathsheen@monmouthshire.gov.uk
- vi. **Additional Learning Needs** 625 - 652
Division/Wards Affected: All
Purpose: The purpose of this report is to advise Members of the next stage of the proposed strategy for the transformation of ALN service provision across the authority.
Author: Stephanie Hawkins, Principal Officer Additional Learning Needs
Contact Details: stephaniehawkins@monmouthshire.gov.uk
- vii. **Independent Safeguarding Review** 653 - 676
Division/Wards Affected: All
Purpose: To inform Cabinet of the findings of the independent report undertaken by Ellis Williams into Safeguarding across the County.
Author: Jane Rodgers, Safeguarding Service Manager
Contact Details: janerodgers@monmouthshire.gov.uk
- viii. **Review of community governance** 677 - 714
Division/Wards Affected: All
Purpose: To update Members on the findings of the Community Governance Review and the proposed recommendations to develop a more coherent and partnership approach with communities.
Author: Deb Hill-Howells, Head of Community Led Delivery
Contact Details: debrahill-howells@monmouthshire.gov.uk
- ix. **Proposed funding for Team Abergavenny** 715 - 718
Division/Wards Affected: Grofield and Priory Wards
Purpose: To recommend to members that £30,000 is allocated to Abergavenny Town Team to undertake capital projects to enhance Abergavenny town centre in preparation for the National Eisteddfod in 2016.
Author: Deb Hill-Howells, Head of Community Led Delivery
Contact Details: debrahill-howells@monmouthshire.gov.uk
- x. **Caerwent S106 Funding** 719 -

Division/Wards Affected: Caerwent

730

Purpose: To recommend to Council the setting up of a Capital Budget in 2015/16 for the Caerwent (Merton Green) Off Site Recreation Funding; and

To decide on the allocation of grants to specific projects from the funding available.

Author: Mike Moran, Community Infrastructure Coordinator

Contact Details: mikemoran@monmouthshire.gov.uk

xii. **Monmouthshire County Council Youth Service - Monmouthshire Neet Reduction Strategy**

731 -
788

Purpose: To present to the Children and Young People's Select Committee the draft Monmouthshire NEET (Not in Employment, Education or Training) Reduction Strategy and action plan, which will be delivered by Monmouthshire's schools and Youth Service.

Author: Hannah Jones, MCC Youth and Engagement Coordinator

Contact Details: hannahjones@monmouthshire.gov.uk

xii. **Informing the future of key local services - Leisure, Events, Outdoors, Culture & Youth**

789 -
794

Division/Wards Affected: All

Purpose: To propose the expansion of the review of Cultural Services to incorporate parallel and complementary services of Leisure, Events, Youth and Outdoor Learning. To develop one comprehensive framework that will provide a critical path to sustaining these important local services and creating the capacity for growth, development and increased local involvement and ownership. Additionally, to provide the capacity and dedicated resources to guide this complex and wide-ranging piece of work in readiness to meet the first of several challenging financial MTFP targets (c£400k in 16/17).

Author: Kellie Beirne, Chief Officer Enterprise

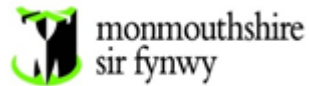
Contact Details: kelliebeirne@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Partnership and External Working	Ward
P.A. Fox (Leader)	Organisational Development Whole Council Performance, Whole Council Strategy Development, Corporate Services, Democracy.	WLGA Council WLGA Coordinating Board Local Service Board	Portskewett
R.J.W. Greenland (Deputy Leader)	Innovation, Enterprise & Leisure Innovation Agenda, Economic Development, Tourism, Social Enterprise, Leisure, Libraries & Culture, Information Technology, Information Systems.	WLGA Council Capital Region Tourism	Devauden
P.A.D. Hobson (Deputy Leader)	Community Development Community Planning/Total Place, Equalities, Area Working, Citizen Engagement, Public Relations, Sustainability, Parks & Open Spaces, Community Safety.	Community Safety Partnership Equalities and Diversity Group	Larkfield
E.J. Hackett Pain	Schools and Learning School Improvement, Pre-School Learning, Additional Learning Needs, Children's Disabilities, Families First, Youth Service, Adult Education.	Joint Education Group (EAS) WJEC	Wyesham
G. Howard	Environment, Public Services & Housing Development Control, Building Control, Housing Service, Trading Standards, Public Protection, Environment & Countryside.	SEWTA SEWSPG	Llanelly Hill
G. Burrows	Social Care, Safeguarding & Health Adult Social Services including Integrated services, Learning disabilities, Mental Health. Children's Services including Safeguarding, Looked after Children, Youth Offending. Health and Wellbeing.	Gwent Frailty Board Older Persons Strategy Partnership Group	Mitchel Troy
P. Murphy	Resources Accountancy, Internal Audit, Estates & Property Services, Procurement, Human Resources & Training, Health & Safety.	Prosiect Gwrydd Wales Purchasing Consortium	Caerwent
S.B. Jones	County Operations Highways, Transport, Traffic & Network Management, Waste & Recycling, Engineering, Landscapes, Flood Risk.	SEWTA Prosiect Gwrydd	Goytre Fawr



Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

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

People Are Confident, Capable and Involved

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

Our County Thrives

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

Our priorities

- Schools
- Protection of vulnerable people
- Supporting Business and Job Creation
- Maintaining locally accessible services

Our Values

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

Cymunedau Cynaliadwy a Chryf

Canlyniadau y gweithiwn i'w cyflawni

Neb yn cael ei adael ar ôl

- Gall pobl hŷn fyw bywyd da
- Pobl â mynediad i dai addas a fforddiadwy
- Pobl â mynediad a symudedd da

Pobl yn hyderus, galluog ac yn cymryd rhan

- Camddefnyddio alcohol a chyffuriau ddim yn effeithio ar fywydau pobl
- Teuluoedd yn cael eu cefnogi
- Pobl yn teimlo'n ddiogel

Ein sir yn ffynnu

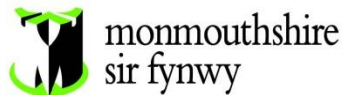
- Busnes a menter
- Pobl â mynediad i ddysgu ymarferol a hyblyg
- Pobl yn diogelu ac yn cyfoethogi'r amgylchedd

Ein blaenoriaethau

- Ysgolion
- Diogelu pobl agored i niwed
- Cefnogi busnes a chreu swyddi
- Cynnal gwasanaethau sy'n hygyrch yn lleol

Ein gwerthoedd

- **Bod yn agored:** anelwn fod yn agored ac onest i ddatblygu perthnasoedd ymddiriedus
- **Tegwch:** anelwn ddarparu dewis teg, cyfleoedd a phrofiadau a dod yn sefydliad a adeiladwyd ar barch un at y llall.
- **Hyblygrwydd:** anelwn fod yn hyblyg yn ein syniadau a'n gweithredoedd i ddod yn sefydliad effeithlon ac effeithiol.
- **Gwaith tîm:** anelwn gydweithio i rannu ein llwyddiannau a'n methiannau drwy adeiladu ar ein cryfderau a chefnogi ein gilydd i gyflawni ein nodau.



SUBJECT:	DRAFT BUDGET PROPOSALS 2016/17 FOR CONSULTATION
MEETING:	CABINET
DATE:	7th October 2015
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To provide detailed draft proposals on the budget savings required to meet the gap between available resources and need to spend in 2016/17, for consultation purposes.
- 1.2 To consider the 2016/17 budget within the context of the 4 year Medium Term Financial Plan

2. RECOMMENDATIONS:

- 2.1 That Cabinet approves the release of the draft budget savings proposals for 2016/17 for consultation purposes
- 2.2 That Cabinet approves that the consultation period and opportunity to present alternative proposals that have been Equality Impact assessed ends on 30th November 2015.
- 2.3 That Cabinet agrees to continue to work on the areas required to balance the 2016/17 budget and Medium Term Financial Plan (MTFP)

3. KEY ISSUES:

Background

- 3.1 In January 2015, Cabinet approved a balanced budget for 2015/16 and acknowledged an indicative MTFP position which forecast the gap in resources over the remaining three year period as £10 million. Each year the MTFP model is rolled forward to present a 4 year position and this produced a gap of £13 million, based on original assumptions contained in the model.
- 3.2 Cabinet received a further report on the MTFP in June, agreed some revised assumptions and assessed the level of pressures that needed to be considered. Work has continued over the summer to refine the modelling assumptions and outline the income generation or savings proposals that will need to be considered.

3.3 Funding Assumptions

Welsh Government funding – a reduction of 4.3% has been assumed in the absence of any further updates. It is expected that the provisional settlement normally expected in October will be delayed until December 2015/January 2016, in order for the impact of the Spending Review (Nov 2015) on the Welsh Budget to be worked through.

Council Tax increases – this has been modelled on 4.95% across the 4 years

Fees and Charges – 2.5% increase has been assumed, however there is a proposal to consider higher increases.

3.4 Expenditure assumptions

Pay award – 1% increase (except schools)

Vacancy factor for staff turnover – 2% reduction (except schools)

Non- pay inflation – 0%

Cash flat line for schools

3.5 Pressures

In addition to this, the pressures going forward have been reviewed and the changes to the pressures going into the model since the last report are:

1. Demographic pressure in social care – has been taken out as it will be managed through the change in practice work that is already underway
2. The impact of the National living wage on social care contracts for residential care and domiciliary care
3. Waste – increase in recycling costs, specific WG grant reduction, growth in waste tonnages
4. Passenger transport unit – realignment of income budget, SEN transport costs, transport for welsh medium at Duffryn
5. Redundancy provision will be built into the base budget from 2017/18 onwards, with 2016/17 costs being met from reserves
6. National Living wage impact for MCC staff in the later years of the MTFP
7. Treasury impact of increased capital financing requirement, potentially to be offset by a savings from a change in the Authority's Treasury Strategy currently being worked on.

3.6 A summary table of pressures is provided in Appendix 1 and further detailed information on some of these pressures is provided in the Pressure mandates in Appendix 2. It is noticeable that there are a limited number of pressures identified for years 2 to 4 of the MTFP, however it is common for them to be recognised closer to the year in question and this needs to be borne in mind when considering the remaining gap in the MTFP.

- 3.7 In addition, previously agreed savings that have not been achieved in 2014/15 and 2015/16 (so far) have not been recognised as pressures in the model as Directorates are in the process of identifying replacement savings during the course of this year. Whilst there is confidence that this can be achieved it does present a risk that will need to be managed.
- 3.8 The effect of the roll forward of the model, revised assumptions and pressures revisions above is to create a revised gap of £11 million over the period of the plan. The previously agreed MTFP contained savings targets of £844k which had mandates to explain how the savings were going to be found. These savings are therefore not being repeated here for approval.

MTFP Strategy

- 3.9 After several years of reducing budgets (over £22 million in last 5 years) the means of achieving further savings becomes increasingly more challenging. The work streams and lead in times require sustained leadership and management capacity to ensure that the proposals can be worked up and the changes made to ensure required outcomes and savings are delivered. In the light of these circumstances, the approach adopted has been to work up next years proposals, whilst taking into account the medium term position. Work is being undertaken on the savings targets further out in the MTFP and these will be the subject of a future report. However much more work is necessary in order to consider the remaining 3 years of the MTFP and what the future shape of the Authority needs to look like in the light of the emerging financial position.
- 3.10 This approach has been key to enabling a focus on the Council's Single Integrated Plan with its vision of sustainable and resilient communities and 3 themes of the County's Single Integrated Plan of; Nobody is left behind, People are capable, confident and involved, Our County thrives and their associated outcomes. This has also allowed the core priorities, as identified within the Administration's Mid Term Report and Continuance Agreement 2015-17, to be maintained, namely:
- direct spending in schools,
 - services to vulnerable children and adults and
 - activities that support the creation of jobs and wealth in the local economy,
 - maintaining locally accessible services
- 3.11 The budget proposals contained within this report have sought to ensure these key outcomes and priorities can be continued to be pursued as far as possible within a restricting resource base. This does not, however, mean that these areas will not contribute to meeting the financial challenges. The aim is to make sure everything is efficient so that as broad a range of service offer as possible can be maintained. Chief Officers in considering the proposals and strategy above have been mindful of the whole authority risk assessment.

3.12 The following table demonstrates the links at a summary level that have been made with the 4 priorities, Single Integrated Plan and the strategic risks:

Proposal	Link to Priority Areas / Single Integrated Plan	Link to Whole Authority Risk assessment
Schools budgets have been protected at 2015/16 levels,	Direct Spending in schools is maintained People are Capable, confident and Involved Our County Thrives	Budget proposals are mindful of the risk around children not achieving their full potential
Social care budgets will see additional resources going into the budget for Children's social services	Services to protect vulnerable people Nobody is left behind	These proposals seeks to address the risks around more people becoming vulnerable and in need and the needs of children with additional learning needs not being met
The service transformation projects in Adults social care and Children's services for special needs, aims to ensure that the needs of the vulnerable are still being met albeit in a different way	Services to protect vulnerable people Nobody is left behind	
Work has started on reshaping the leisure, tourism, culture, outdoor education and Youth service offer with a view to establishing an alternative service delivery model.	Activities that support the creation of jobs and wealth in the local economy and maintain locally accessible services	
The drive for service efficiencies savings has continued across all service areas in order to avoid more stringent cuts to frontline services for example looking at how we rationalise and use our properties in the light of the Asset Management Plan, ICT in the light of iCounty strategy and vehicles more efficiently	Further reviews of management and support structures and consolidation of office accommodation, contributes to the aims of creating a sustainable and resilient communities.	Addresses risks around the ability to sustain our priorities within the current financial climate
The need to think differently what income can be generated has	Being able to generate further income streams responds to the consultation responses in	

<p>been a clear imperative in working up the proposals. Clear examples are the income opportunities in and Highways, Planning and other discretionary charges</p>	<p>previous years regarding a preference for this compared to services cuts and contributes to the aims of creating a sustainable and resilient communities.</p>	
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3.13 The process adopted of capturing ideas through detailed mandates and business cases has sought to improve and formalise the links between individual budget proposals, the key priorities of the authority, key performance indicators and the strategic risks from the whole authority risk assessment.

Savings Targets

3.14 It is recognised that so far, more emphasis has been put on the 2016/17 proposals and figures in order to set the budget and close the gap for next year. The individual proposals are outlined in Appendix 4 and have been through an initial Future Generations challenge, the results of which are linked to each proposal. The main headlines are:

- Establishing an alternative service delivery model for Tourism, Leisure, culture, outdoor education and youth services in the form of a wholly owned 'not for profit trust model'
- Working with Town and Community to sustain locally accessible services together, if this is not possible, reductions in services will need to be reviewed.
- Managing the increasing demand for social care by increasing the capacity for people to sustain independent lives within their own communities
- Enabling children with additional learning needs to have those needs met as far as possible within Monmouthshire schools
- Reducing spend on highways maintenance, grounds maintenance and property services
- Transferring some of our buildings to community groups and selling others where we can consolidate services in reduced accommodation
- Increasing discretionary fees and charges by 10% rather than 2.5% assumed in the MTFP model, following feedback from previous public consultation events

3.15 It is expected that Welsh Government will continue to seek protection for education budgets in the future although there have been no announcements on the specific details of this. The authority more than met its target in this respect in previous years, and for 2016/17 is protecting funding at cash flatline.

3.16 Work is continuing on the need to address the longer term issue of a reducing resource base. It is expected that further mandates and business cases outlining the detail to address the savings targets in the latter years of the MTFP will continue to be worked up and submitted for scrutiny through select committees. This will ensure that the work needed to balance the MTFP is undertaken now in order to deliver savings in the later years of the plan. This longer term plan will need to link closely with the work on the corporate Improvement Plan, so that the new shape of the Authority and its performance expectations are matched with the expected resource base for delivering services.

Impact of Capital MTFP

- 3.17 Work is continuing on the Capital MTFP and this will be considered by Cabinet at the next meeting. For the purposes of establishing the revenue impact of any changes to the capital MTFP it has been assumed at this stage that any additional schemes which are established as priorities will displace schemes or budget allocations already in the capital programme rather than add any additional pressure which would require financing and therefore potentially impact on the revenue budget.

Council Tax

- 3.18 The Council Tax increase in the budget has been assumed as 4.95% per annum across the MTFP as a planning assumption.. The Council tax base will be formally set by Cabinet in December. This will include an assessment of collection rates and growth in properties but early indications are that the budget could be increased. In addition, the demand for Council Tax Reduction Scheme payments has been assessed as reducing next year based on the forecasts being projected forward from the current year activity. Taken together £400,000 of additional Council Tax has been used in the calculations so far and this will be revisited when more detailed assessments are made.

Summary position

- 3.19 In summary, the 2016/17 budget gap is now £1.738m, if all the savings proposals contained in the Appendix 4 are approved.

	2016/17
Summary Draft MTFP	£000s
Gap	6,319
MTFP savings agreed	844
Savings with mandates	3,332
Council Tax base	400
New Gap	1,743

- 3.20 However, this still leaves a gap of £6.5 million to be found over the whole of the 4 year period.

Reserves strategy

- 3.21 Earmarked reserve usage over the MTFP is projected to decrease the balance on earmarked reserves from £9 million at the start of 2015/16 to £6.2 million at the end of 2019/20. Taking into account that some of these reserves are specific, for example relating to joint arrangements or to fund capital projects, this brings the usable balance down to £5 million.
- 3.22 Whilst every effort will be made to avoid redundancy costs and the Protection of Employment policy is used to ensure redundancy is minimised, it is expected there may be some that are inevitable and reserve cover may be required for this, possibly in the region of £500,000 per year. Over the MTFP this could require £2 million reserve funding cover, if services are unable to fund the payments from their budgets. The MTFP model now includes a fund for redundancy costs in the base budget from 2017/18.

Next Steps

3.23 The information contained in this report constitutes the budget proposals that are now made available for formal consultation. Cabinet are interested in consultation views on the proposals and how the remaining gap may be closed. This is the opportunity for Members, the public and community groups to consider the budget proposals and make comments on them. Cabinet will not however, be prepared to recommend anything to Council that has not been subject to a Future Generations and EQIA and therefore a deadline to receive alternative proposals has been set as 30th November 2015.

3.24 Public engagement sessions (to include the formal requirement to consult businesses) and Select Committee Scrutiny of Budget proposals, will take place over the course of October and November. The scrutiny of and consultation on the budget proposals are key areas of this part of the budget process. The following dates have been set of the Select committees and work is continuing on providing dates for public consultation in the same timescales:

20th Oct 2pm Adults

21st Oct 2015 10am CYP

22nd Oct 2015 10am Strong Communities

4th Nov 2015 10am Economy and Development

3.25 The aim this year has been to enable more time to consider the responses to the consultation on the budget proposals. To that end it is proposed that the consultation will end on the 30th November 2015 to enable Council to consider the responses and approve final budget proposals in January 2016 if possible. There may need to be some flexibility around this date given the expected late notifications of funding to be received from Welsh Government. Formal Council Tax setting will still take place at full Council on 26th February 2015 once the Police precept and all the Community Council precepts have been notified.

4 REASONS:

4.1 To agree budget proposals for 2016/17 for consultation purposes

5 RESOURCE IMPLICATIONS:

As identified in the report and appendices

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

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

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

7. CONSULTEES:

SLT
Cabinet
Head of Legal Services
Head of Strategic Personnel

8. BACKGROUND PAPERS:

Appendix 1: Summary table of Pressures
Appendix 2: Detail of individual pressures
Appendix 3: Summary list of budget savings
Appendix 4: Individual proposals – detailed mandates or business cases with attached
Future Generation assessments, numbered between B1 and B23

9. AUTHOR:

Joy Robson
Head of Finance

10. CONTACT DETAILS:

Tel: 01633 644270
E-mail: joyrobson@monmouthshire.gov.uk

Appendix 1 - Summary table of Pressures

APPENDIX 1

Summary table of pressures

	Revised 2016/17 £000	Revised 2017/18 £000	2018/19 £000	2019/20 £000	Revised Total £000
- demographics	-	-	-		-
- corrected pension auto enrolment		913	92		1,005
Increase in employers national insurance	968				968
Cost of Local development plan	125				125
Childrens social serivces	483				483
SCH Contract inflation care fees - residential	784				784
SCH Contract inflation care fees - domicillary care	347				347
Waste	1,150	311			1,461
PTU	355	30	47	72	504
Provision for redundancy	0	250	250		500
Living Wage	0	0	58	112	170
Treasury (to be reviewed)	100				100
Total Pressures	4,312	1,504	447	184	6,447

Reduce to zero, being managed through practice change

Excluding schools

Reserve funded

revised pressures based on living wage rather than min w

revised pressures based on living wage rather than min w

Fund by reserves in 2016/17

Treasury policy being worked on

vage
vage

Pressure Mandate Proposal Number :
 Pressure Mandate Title : Increase in residential/nursing care home fees due to introduction of the Living Wage

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>Tyrone Stokes</i>
Date	<i>10th September 2015</i>

Why is this pressure required?	
<p>Current discussion is on the removal of the 1.7% non-pay budget inflation factor from the 2016/17 MTFP on the basis of present low to near zero RPI.</p> <p>Within the SCH 2016/17 budget we have a £10,186,788 third party budget covering payments to residential/nursing care homes for the elderly supporting 280 placements as at 31st March 2015.</p> <p>Work we have done with the Adult Residential and Nursing care home sector through the “Fair Fee” exercise tells us that care providers have a cost base of 70% wages not sensitive to RPI but sensitive to wage increases, in this mandate Living Wage.</p> <p>In this year’s budget the Chancellor announced the introduction of the Living Wage being the lowest hourly rate paid for work being £7.20 in 2016 rising to £9 in 2020.</p> <p>We are unable to mitigate this increase and are contractually bound to reflect in our fees. The reason why we cannot mitigate this increase is that four years ago the Council agreed to undertake the fair fee exercise to defend the Council against a judicial review in not considering the true costs of running a care homes in its fees. Two Authorities namely Pembrokeshire and Vale of Glamorgan did have a judicial review and in the case of Pembrokeshire, led to a million plus sum in fines and legal costs and the back payment in increased fees. Our fair fee toolkit does sufficiently safeguard the Authority from a potential judicial review but ties us into the need to understand the costs pressures that face care homes and to reflect this in our fees paid to homes. The fair fee toolkit uses the minimum wage as a base which will now be replaced by the Living Wage.</p>	
How much pressure is there and over what period?	

Page 11

£10,186,788 is 70% linked to pay/minimum wage and based on the introduction of the £7.20 per hour Living Wage to replace the current £6.50 minimum wage, this will be an 11% increase to be reflected in our fees paid. The 11% will equate to £784,383 for 2016 increasing to 38% in 2020 (£9 per hour Living Wage) equating to £2,709,686.

Directorate & Service Area responsible

SCH and Community Care

Mandate lead(s)

Tyrone Stokes

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?

Name	Organisation/ department	Date
Mark Howcroft	Assistant Head of Finance	20 th July then challenge panel 4 th September
Joy Robson	Head of Finance	20 th July then challenge panel 4 th September
Simon Burch	Former SCH Director	20 th July
Julie Boothroyd	Interim SCH Director	20 th July

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Has the specific budget pressure been consulted on?

Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

Will any further consultation be needed?

Name	Organisation/ department	Date

Final pressure approved by Cabinet

Date:

1. Vision and Outcomes of the Pressure Mandate

Give a business context for the budget pressure. 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 pressure mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What are the outcomes of investing in the identified pressure?

The outcome will allow the directorate to maintain contractual and legal obligations to meet cost pressures on its providers, maintaining a quality of provision for vulnerable people in the Community

Expected positive impacts

Harbour good relations with providers and sustain a viable market which can meet cost pressures through increases in minimum wage to care staff.

Expected negative impacts

If we cannot meet Living wage increases to providers we risk a judicial review by the Courts from providers due to the Council not being in a budget position to accommodate cost pressures.

2. Pressure proposed

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

What is the evidence for the pressure? How has it been estimated?

Evidence for the pressure is based on the introduction of the Living Wage hourly rate of £7.20 in 2016.

Estimate has been calculated from the Authority's fair fee toolkit.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year			Total pressure proposed
				15/16	16/17	17/18	
Community Care	£10,186,788	£784,383	0	n/a	£784,383	£	£784,383

3. Actions to required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required 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
We review wage increases and take advice from consultants such as Rockhaven Healthcare Ltd to advise on our position as to honouring cost pressures through fee increases to providers	Tyrone Stokes and Shelley Welton	Annual

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4. Additional skills/ business needs

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

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

5. Measuring performance on the mandate

How do you intend to measure the impact of the investing in the pressure identified? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the mandate where appropriate.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Target 2016/17	Target 2017/18	Target 2018/19

6. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, 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.

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Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions

7. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker

8. Options

Prior to the pressure 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 not reflect Living wage increases in our fee toolkit	Face judicial review from care providers	Julie Boothroyd

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9. Monitoring the pressure mandate

The pressure 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 pressure mandate, including the performance being achieved and the level of impact.

Pressure Mandate Proposal Number :
 Pressure Mandate Title : Increase in Domiciliary Care provider fees due to introduction of the Living Wage

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>Tyrone Stokes</i>
Date	<i>10th September 2015</i>

Why is this pressure required?

Current discussion is on the removal of the 1.7% non-pay budget inflation factor from the 2016/17 MTFP on the basis of present low to near zero RPI.

Within the SCH 2016/17 budget we have a £8,822,039 third party budget covering payments to domiciliary care agencies providing 9,532 weekly hours of care as at 31st March 2015.

For 2016/17 the current minimum wage of £6.50 per hour will be replaced by the Living wage of £7.20 per hour rising to £9 per hour in 2020, which is a direct cost to providers and impacts on our fees.

In his budget statement this summer, the Chancellor announced that the current minimum wage will be replaced in 2016 with the Living wage of £7.20 per hour increasing to £9 per hour by 2020. Recent information gathered shows that these agencies can no longer bear the cost of wage increases and in order to sustain a supply market in this sector, we will need to reflect any future rises in our fees.

The United Kingdom Homecare Association (UKHCA) has sent out recent research suggesting a domiciliary care hourly fee rate of £16.70 be charged for domiciliary services. This research has been quoted by one of our major domiciliary care agency in a letter to Paul Matthews. If we compare the UKHCA rate against our current average framework rate of £12.52 per hour, this is over £4 per hour less. This mandate is not seeking to address this difference but to only acknowledge the Living wage increase from the current £6.50 minimum wage.

How much pressure is there and over what period?

£346,965 for 2016/17 just to address the introduced Living wage rate of £7.20

Directorate & Service Area responsible		
SCH and Community Care		
Mandate lead(s)		
Tyrone Stokes		

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
Name	Organisation/ department	Date
Mark Howcroft	Assistant Head of Finance	20 th July then challenge panel 4 th September
Joy Robson	Head of Finance	20 th July then challenge panel 4 th September
Simon Burch	Former SCH Director	20 th July
Julie Boothroyd	Interim SCH Director	20 th July

Has the specific budget pressure been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

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

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

Give a business context for the budget pressure. 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 pressure mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What are the outcomes of investing in the identified pressure?
To ensure we have a market that will contract with the Authority and provide sustainable services.
Expected positive impacts
Harbour good relations with providers and sustain a viable market which can meet cost pressures through the introduction of the Living wage to care staff.
Expected negative impacts
Domiciliary care agencies will decide not to contract with Monmouthshire and of those that do, face financial hardship. Over the past 12 months four agencies have gone financially insolvent and we are currently working with two who are on the edge of insolvency.

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2. Pressure proposed

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

What is the evidence for the pressure? How has it been estimated?							
Evidence for the pressure is based on the introduction of the Living Wage hourly rate of £7.20 in 2016 and research issued by the UKHCA. We have determined the pressure using the weekly care hours provided.							
Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year			Total pressure proposed
				15/16	16/17	17/18	
Community Care	£8,822,039	£346,965	0	n/a	£346,965	£	£346,965

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3. Actions to required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required 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

4. Additional skills/ business needs

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

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

5. Measuring performance on the mandate

How do you intend to measure the impact of the investing in the pressure identified? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the mandate where appropriate.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Target 2016/17	Target 2017/18	Target 2018/19

6. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions

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7. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker

8. Options

Prior to the pressure 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 not reflect Living wage increases in our fee	Care agencies face financial hardship, domiciliary care business in no longer viable in Monmouthshire	Julie Boothroyd
Increase eligibility criteria	<p>Previous raising of eligible criteria has not materialised savings. Adult services approach to manage practice is by maximising support from family and community before providing formal services, which has resulted in Community Care delivering to budget, despite demographics and increased complexity pressures.</p> <p>In addition, mandate 34 has addressed the raising of eligibility criteria to removing the 'moderate' threshold.</p>	Julie Boothroyd
Reduce services provided	As with above this is addressed in mandate 34 and mirrors our current direction of travel. At present we are looking to support service users through community support, small local enterprises and community co-ordination that will see less reliance on formal support and a more blended approach for people to remain safe and connected to communities.	Julie Boothroyd

9. Monitoring the pressure mandate

The pressure 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 pressure mandate, including the performance being achieved and the level of impact.

Pressure Mandate Proposal Number :
 Pressure Mandate Title : Waste and Street Services

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	Carl Touhig & Rachel Jowitt
Date	16/09/15

Why is this pressure required?

The pressure is required to meet the increased expenditure in recycling and waste management for 2016/17 and is made up of several different components that are outside the control of Waste and Street Services. These include the following :-

- 1.) MRF Costs – In 2012-13 the Council made a £350k saving with the introduction of a £0 MRF contract. However since that time MRF capacity has been greatly reduced, new regulations have imposed burdens on the MRF sector and most of all the global economic downturn has had a very serious negative impact on commodity prices and therefore the value of recyclates. Market testing has indicated that a cost for MRF reprocessing could be in the range of £35-55 per tonne. MCC currently collects c.11,000 tonnes per annum. It has been agreed with finance that a fee of £45p/t will be modelled introducing a pressure of **£495k**.
- 2.) Sustainable Environment Grant – in 2014-15 WG at the last minute changed the process and principles of this grant. WG have indicated that they expect this grant to be used for wider purposes than just waste. In the model a 10% reduction on this grant has been modelled - **£191k**. However it must be noted that WG have indicated to other LAs that a cut of as much as **40-50%** could be forthcoming in 2016-17. This would be devastating for all LAs and for recycling and waste services. If a 50% cut was forthcoming nearly **£950k** would be cut - a further £759k of the modelled reduction.
- 3.) Fleet & impact of route optimisation - The budget mandate was ambitious and unfortunately due to leases having been bought out in previous years the revenue saving from removing leasing costs could not be made. The Council in effect has had that benefit in previous years. The vehicle stock is now aging and an assessment by Transport is that 5 RCVs need to be replaced. In addition it has been acknowledged that the route optimisation project has placed too much stress on our workforce and therefore needs to be re-run and pressures reduced. Therefore 1 further vehicle is needed to remove this pressure. 6 vehicles, lease cost of £25k = £150k. 8 posts were removed through the route optimisation process. With the introduction of a new vehicle that needs to be manned – cost of a crew (driver + 2 loaders) = £71k. running costs of a vehicle (insurance, fuel etc) = £26k. Total from pressure = **£247k**
- 4.) Additional households/increases in waste & contract indexation. – Waste production is linked to economic growth and number of households. Over last two to three years there has been a steady increase in both. The increase in waste tonnages and associated costs between 2013/14 and 2014/15 of 3000 tonnes were largely offset through the reductions in disposal costs and savings through the interim disposal contract with Cardiff Council and Viridor Trident Park (Prosiect Gwyrdd). Increases in waste streams have been

assumed in the financial modelling and therefore overall contracted price. There are also pressures based on the indexation mechanisms used in contracts (usually a formula linked to RPIx, fuel prices etc.). Based on previous years 2.5% has been modelled. Some of these costs are mitigated through the full introduction of Project Gwyrdd and the Welsh government gate fee support. Pressure element of this is £189k. Small pressures also exist in the premises budget with budget not enough to cover rates etc. and also expenditure is forecast to increase slightly on recycling bags etc. This pressure element is £23k. Total pressure = **£212k**

Total pressures £1.15mk.

These costs are for 2016-17 only. Further pressures have been identified for 2017-2019 amounting to £580k . This is mainly due to contract indexation (e.g. Project Gwyrdd will cost more in 2017-18 than 2016-17 as we will have had the benefit of a reduced fee and increasing waste), and increasing waste arisings.

It is recognised that these are major pressures facing the service – amounting to £1.15mk in 2016-17. Savings have been proposed such as a Van Ban at CA sites and a further increase in the garden waste charge to mitigate these impacts. These are included in the savings mandates of the MTFP. Also included in the MTFP are the income proposals for fees and charges. These obviously will have a net benefit on the pressures.

In addition the service is going through a comprehensive review of which the preliminary findings were reported to Cabinet in early 2015. The review is to be concluded in the next few months with a report to Select Committee before Christmas and a final report Feb/Mar 2016. The initial findings did demonstrate that savings could be made through a full switch to kerbside sort. However this is a major change for the authority and one that would need to be carefully considered in light of the public’s support for our current service and its high performance. Work is ongoing to attempt to reduce the pressure and meetings are taking place with major contractors in coming weeks to try and identify solutions.

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How much pressure is there and over what period?
£1.15mk
If WG do cut the grant by 50% this could be as great as £1.7m.
Directorate & Service Area responsible
Waste and Street Services
Mandate lead(s)
Rachel Jowitt & Carl Touhig

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
Name	Organisation/ department	Date
Joy Robson, Mark Howcroft, Marie	Finance	17 th February 2015

Bartlett		
As above	Finance	7 th September 2015

Has the specific budget pressure been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
Welsh Government		WG has organised a meeting on 1 st October with the minister to discuss the grant.

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

Give a business context for the budget pressure. 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 pressure mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What are the outcomes of investing in the identified pressure?
Investment in the identified pressures will enable waste to continue to be managed within budget and remain high performing. Without the investment then consideration would have to be given to what service could be provided taking into account statutory requirements and public needs.

Expected positive impacts
Waste continues to provide the same level of services to the residents of Monmouthshire.
Expected negative impacts
Failure to meet statutory functions and targets resulting in potential recycling infraction fines.

2. Pressure proposed

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

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What is the evidence for the pressure? How has it been estimated?							
There is an existing budget pressure in 2015/16 of £126k predicted at Month 2. The additional pressures are of vehicle leases, MRF costs and reduction in SWMG have been identified already. The rise in waste tonnages and links to economic growth are based on historical data and knowledge of officers.							
Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year			Total pressure proposed
				15/16	16/17	17/18	
Waste	£4,510,840.00			£4,566,608.00	£5,660,933.22	£5,971,688.91	£1,760,091.26

3. Actions to required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required 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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Recycling Review – potential savings from source segregated collections are being investigated with WRAP, WLGA, WG	Carl Touhig	January 2016
Procuring MRF contract to establish actual market position and cost	Carl Touhig	October 2015
Reducing waste production by limiting trade and cross-border traffic on CA sites	Carl Touhig	April 2016

4. Additional skills/ business needs

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Advice on appropriate structure of future configuration and delivery model of service	WG are offering support through the Waste Programme, but this can have quite a narrow focus and not look at alternative, innovative models of delivery	
Legal – appropriate contracts in place for service management	MCC use an external legal advisor to help formation and delivery of contracts. This does have a cost, but until the delivery model has been determined will be unable to quantify	
Market expertise	Support needed to access the appropriate and quality markets . WG and WRAP advice, but also Council may look to do its own – but will need some advice and access as this will be new territory	

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5. Measuring performance on the mandate

How do you intend to measure the impact of the investing in the pressure identified? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the mandate where appropriate.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Target 2016/17	Target 2017/18	Target 2018/19

Customer	Customer satisfaction bi annual survey						
Budget	Budget contained						
Process	Efficiency savings continually reviewed						

6. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
If the investment is allocated the waste services will remain as they are currently	S/O	WSS have successfully delivered budget savings of almost £2m in efficiency last 3 years. These savings have been realised corporately but changes outside of LA control require re-investment of a proportion of those savings	Risk to services is low if investment occurs. Risk to services is high if there is no re-investment	Will continue to work with WRAP, WLGA and WG on Recycling Collections Review and ensure any potential savings identified are brought forward to Members. Will continue to look for efficiency savings in operations and through procurement of new contacts. Will continue to look for potential for income generation.
The potential further cut to the WG grant of £759k over what has been modelled	S/O	WG have indicated to other LAs that the grant could be cut as much as 40-50%. If this happens it would be catastrophic for recycling services in Wales.	Medium – High	Lobbying of WG, working with WLGA and other LAs to identify impact.

7. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Assumption on waste increase	Monmouthshire saw a decrease in tonnages linked to the recession and these were artificially continued with the introduction of residual waste limits. Growth during previous year is above national average but is similar to the growth when compared to 3 year average.	Carl Touhig
Assumption on Gate fee for MRF	It is too early to go out to tender for services as market unlikely to hold price for 7 months. Will be out for tender with returns in October to establish actual costs of service for 2016/17	Carl Touhig
Assumption on 10% cut to waste grant	This was the reduction that was being to the Waste Grant before it was changed in March 2015.	Rachel Jowitt
Assumptions on contract indexation rates	Contracts have indexation included within them. The average for the last few years has been applied	Rachel Jowitt

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8. Options

Prior to the pressure 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
Seek "nil" gate fee contract for MRF	Volatility in recycling market and soft market testing suggest that a gate fee of £30 - £55 is more likely.	Carl Touhig
Further efficiency savings in operational delivery	WSS have achieved almost £2m in operational efficiency savings in last 3 years. Further savings could only be achieved through ceasing services. The majority of waste services are statutory functions and options are very limited.	Carl Touhig

9. Monitoring the pressure mandate

The pressure 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 pressure mandate, including the performance being achieved and the level of impact.

Pressure Mandate Proposal Number : 1

Pressure Mandate Title : Passenger Transport Unit – School Transport

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>Richard Cope</i>
Date	<i>22.05.15</i>

Why is this pressure required?

Existing budgets do not reflect the current demands on all aspects of Passenger Transport Services. The requirement to provide transport to pupils within the County is increasing gradually yet budgets in this area are continuously having to make large savings. Making these savings has proved impossible over the last few years especially as decisions to provide some non-statutory transport have been made within other Directorates, with the onus then falling on Passenger Transport to provide and fund this.

How much pressure is there and over what period?

The total pressure in relation to the Passenger Transport Unit is £641,000 This pressure is detailed as follows:

Mandate saving of £150,000 relating to SEN transportation. The budget was removed from Passenger Transport Unit allocation in 2013-14 via the MTFP process – This saving is not achievable as the responsibility for SEN transportation lies with the Children and Young Peoples Directorate and many pupils need singular transportation due to Risk Assessments undertaken.

New Welsh School, Duffryn – Overall additional cost approx. £311,000 over a six year period. The school is opening in September 2016 therefore 2016/17 additional cost will be approx. £25,000.

Increasing income budgets through the MTFP has not allowed for expenditure budgets to increase at the same level. To generate additional income you need to incorporate increases in additional expenditure which have not been reflected in the budgets previously. This has amounted to understated budgets of approx. £180,000

Directorate & Service Area responsible

Chief Executives Directorate - Operations

Mandate lead(s)

Richard Cope

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
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Name	Organisation/ department	Date
Roger Hoggins	MCC – CEO’s - Head of Operations	Ongoing
Sharon Randall-Smith	MCC – CYP – Head of Achievement and Attainment	Ongoing
Stephanie Hawkins	MCC – CYP – Principal Officer – ALN	Ongoing

Has the specific budget pressure been consulted on?		
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Function	Date	Details of any changes made?
Department Management Team	Monthly	No Changes
Other Service Contributing to / impacted	Monthly	Changes have been implemented but have not been successful
Senior leadership team	Monthly	No Changes
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
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Name	Organisation/ department	Date
Sharon Randall-Smith	MCC – CYP	Ongoing
Senior Leadership Team	MCC	Ongoing
Cabinet Members	MCC	Ongoing

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

Give a business context for the budget pressure. 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 pressure mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What are the outcomes of investing in the identified pressure?

The overall outcome would be that the service budget better reflects the actual costs of running the service. It is hoped that this pressure would then be mitigated unless changes in pupil numbers increase.

Expected positive impacts

That 2016/17 would show a better overall outturn position as opposed to showing a large over spend position in 2014-15

Expected negative impacts

The possibility that Additional Learning Needs transportation continues to increase at the same levels, then the budget requested will not be sufficient to cover these costs. These costs are out of the Passenger Transport Units hands as they do not make the decision on what pupils need transportation, this responsibility lies with the Children and Young Peoples Directorate.

2. Pressure proposed

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

What is the evidence for the pressure? How has it been estimated?

SEN Savings – £150,000 This was a saving originally put in the MTFP in 2013-14 and therefore removed from Passenger Transport budgets. The current budget for SEN transport is £1,161,000, transporting 154 pupils at the moment with an average cost of £7,538 per pupil. However, these costs continue to rise as additional pupil's needs are identified. This process is carried out by Children and Young Peoples Directorate with Passenger Transport having no control over who or how these pupils are transported. This pressure will exist in 2015-16 however, it has not been included in the 15-16 column below as it is understood this mandate relates to pressures for 2016-17 onwards. There is a proposal by CYP to change their strategy for SEN pupils so this pressure can be reviewed once the new strategy has been agreed and once 21st century schools programme is implemented.

A new Welsh School is being built in Duffryn, Newport and is due to open in September 2016. Currently pupils are transported to the Welsh School in Pontypool, however, once this school opens transport will need to be provided to both schools which means a dual provision and additional costs. Estimated pupil figures are: Sept 2016 15 pupils, Sept 2017 33 pupils Sept 2018 58 pupils Sept 2019 77 pupils Sept 2020 108 pupils Sept 2021 130 pupils. After looking at the locations involved in picking up these children it has been calculated that by September 2018 there will be a requirement for two coaches plus a feeder bus to transport these children. It is estimated that providing transport for these pupils over a 6 year period would cost approximately £340,000. The costs for which have been estimated as starting at £25,000 in Year one or September 2016 and

increasing year on year. However, the dual provision will decrease to the Welsh School in Pontypool by £29,000 but this will not start to take effect until 2020 when a reduction in the size of vehicle will be possible.

Income targets have been increased year on year via the MTFP however, expenditure budgets have not increased in line with this making the ability to generate this additional income without increasing costs over and above current budgets unachievable. This pressure will exist in 2015-16 however, it has not been included in the 15-16 column below as it is understood this mandate relates to pressures for 2016-17 onwards. Examples of budgets which do not currently reflect the actual spend associated with generating the budgeted income levels and are directly attributable to this are staff costs specifically overtime (private hire transport on weekends and out of normal hours, covering sickness and holidays) £110,000 related budget £30,000 additional fuel costs £60,000 full budget £310,000 but this includes fuel for statutory home to school/college transport as well and other vehicle costs including maintenance, spare parts etc. £40,000 full budget £440,000 but again this included home to school/college transport provision.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year			Total pressure proposed
				15/16	16/17	17/18	
SEN Savings	Overall Budget £1,161,000	£150,000			£150,000		£150,000
New Welsh School – Duffryn – Total estimated additional costs £200,000 over 6 year period.	£0 as this transport is not currently included within the budget as it will be an entirely new provision.	£311,000 split as follows: £25k 16/17 £30k 17/18 £47k 18/19 £72k 19/20 £75k 20/21 £62k 21/22			£25,000	£30,000	£311,000
Under budgeted expenditure levels	Main PTU Income Budget £ 1,077,812	£180,000			£180,000		£180,000

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3. Actions required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required 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 look at current policies. A number of changes have been put forward to members on non-statutory elements which are waiting for decisions on consultation.	Richard Cope/Roger Hoggins	Policy changes have to be agreed and published by 1 st October preceding

		implementation in the following September.
Increase income through private hire and contracts and collaboration with other Authorities	Richard Cope	Looking to increase income once suitable premises found. Collaboration with another authority is currently being looked at which may make some additional savings
Route Optimisation – A review of school transport routes is ongoing and through the CTX software system there is a route optimisation planning facility which may make savings in the future	Richard Cope	Ongoing to maximise bus utilisation and minimise costs
Seek to find new depot premises in collaboration with Transport Department and possibly other Local Authorities. Develop a business case for maintenance and expansion of private hire services.	Richard Cope/Debbie Jackson	Currently seeking suitable premises but unable to find something that fits requirements at an affordable cost

4. Additional skills/ business needs

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
New depot premises to allow the fleet to expand and increase income levels and contracts undertaken.	Currently seeking suitable premises at an affordable cost level.	

5. Measuring performance on the mandate

How do you intend to measure the impact of the investing in the pressure identified? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the mandate where appropriate.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Target 2016/17	Target 2017/18	Target 2018/19

6. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Vulnerable Pupils	Operational	Individual provisions and risk assessments may be required for SEN pupils	High	Individual risk assessments are carried out but this may lead to individual transport provision or specialised escort provision. Where possible we will keep individual contracts to a minimum.
CYP Control over SEN transport provision	Strategic	Statutory requirement for statemented pupils and individual cases can occur during the budget year.	High	Unable to mitigate against this as there is no control over the number of pupils and it is a statutory requirement to provide the transport.
Grant Reductions	Strategic	We are guided by Welsh Government and the amount of grants received. Reductions have been made year on year and there is no guarantee of continued grant funding.	Medium	Some Public and community transport service withdrawals would be required if grants are reduced or removed.
Operator availability	Operational	Ongoing issues with current operators on the framework. Tender bids are reducing	Medium	Where possible costings on returned contracts are looked at by in house provision. And benchmark of costs comparison carried

		and contracts are being returned. The availability of operators in this area is reducing and ultimately if the operators are not available then the statutory duty to provide transport still exists.		out notwithstanding that for statutory transport this has to be provided.

7. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Welsh School Provision	That pupils currently attending Ysgol Gyfun Gwynllw will continue into post 16 education. The current numbers on role pupils attending Ysgol y ffin school in years 1-5 will transfer to the new Duffryn Welsh Medium Secondary School	Pupils/parents/ school and student access unit CYP

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8. Options

Prior to the pressure 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 review of SEN pupils transported was undertaken	A number of individual transport provisions were amalgamated to Headlands School Penarth and Caldicot SNU. These were run for a short period, however issues occurred whereby, escorts were assaulted, pupils were fighting and vehicles were damaged and new risks assessments had to be carried out which indicated that individual transport should be resumed.	CYP/PTU/School
Welsh school Provision	A consultation was undertaken by CYP on this and after appraisals it was decided to invest in Duffryn Site which would require separate transport , current provision to Ysgol Gyfun Gwynllw from the south of the county will	CYP/PTU/Members

	continue until July 2022 , after this the pressure will reduce as transport will then be to just the one establishment from the south of the county. We did have shared provision with Newport City Council to Gwynnllw but when numbers increased this was no longer viable as two vehicles were required..	
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9. Monitoring the pressure mandate

The pressure 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 pressure mandate, including the performance being achieved and the level of impact.

2016/17 Budget Mandate Ideas

Number	Title	Description	Value	Mandate Owner
B1	Assess the feasibility to establish a Not for Profit Service Delivery Model (Tourism Leisure & Culture)	The proposal seeks to undertake a service realignment and rationalisation exercise with the Tourism, Leisure, Culture, Outdoor Education and Youth Service with a view to establishing an alternative service delivery model in the form of a wholly owned 'not for profit trust model'.	354,000	Ian Saunders
B2	Rationalise business support teams.	Rationalisation and integrate where possible admin/ business support teams.	50,000	Tracey Harry
B3	Training Service Consolidation	The proposal is to create one training service by bringing together Corporate Training (Talent Lab), Leisure Training (MonAcademy), Community Learning, Raglan Training Centre and Youth Service Training.	50,000	Peter Davies
B4	SRS (Shared Resources Service) Business Development Options	To further explore cloud based solutions in order to deliver a secure platform that will add real value to the existing PSBA (Public Sector Broadband Aggregation) network.	100,000	Peter Davies
B5	Community Asset Transfer.	Potential CAT schemes at Melville theatre, and Drill Hall predicated on reducing our liabilities.	60,000	Ben Winstanley
B6	Community Infrastructure Levy	Better use of Community Infrastructure Levy (CIL) and S106 Developer Planning Contributions to reduce MCC infrastructure capital and revenue costs on more strategic projects.	50,000	Mark Hand
B7	Legal Services Review	Potential for income generation via charging for legal services provided to other organisations.	25,000	Robert Tranter
B8	Promoting responsible business waste management	The restriction of the commercial disposal of waste at Civic Amenities sites	80,000	Rachel Jowitt
B9	Planning Service – Income Generation	Additional planning fee income generation.	40,000	Mark Hand
B10	Extension of shared lodgings housing scheme	This mandate proposal, is to continue developing and expanding the existing House-share scheme.	50,000	Ian Bakewell
B11	Leadership Team Restructure	Evolution of structures and re-alignment of key leadership posts to create more blend and synergies.	225,000	Paul Matthews

B12	Second phase review of grants/ subsidies to third sector discretionary bodies	Review of grants to 3rd sector bodies	75,000	Will McLean
B13	Highways infrastructure - income Generation	Revenue generation through increased advertising and car parking revenue from additional parking spaces. (subject to new car park order and capital investment).	150,000	Roger Hoggins
B14	Grounds maintenance - Funding Review.	Introduction of wild flower planting rather than annual bedding, withdrawal of Chepstow sexton, Green fingers to take on Linda Vista maintenance.	75,000	Roger Hoggins
B15	Highways Maintenance - Review	Reduction in County Highways Operations budget by reduction in operatives (3), vehicles and materials.	200,000	Roger Hoggins
B16	Flexible employment options.	Offers staff the opportunity to reduce hours, work term time, extend unpaid leave and purchase additional annual leave	50,000	Peter Davies
B17	Business rate evaluation.	This is a one off saving resulting from backdated succesful business rate appeals on council properties	140,000	Ruth Donovan
B18	Strategic Property Review	Consolidation of office accommodation and broader review of Council assets	160,000	Ben Winstanley
B19	Property Services & Facilities Management Review	This is made up of 5 elements :- *Office Services, Resources, facilities restructure. *Reduction in supplies & services budgets. *Reduction of corporate building maintenance budget. *Reduction on Transport costs for catering. *Introduction of purchasing cards for catering, cleaning & Maintenance.	100,000	Rob O'Dwyer
B20	Implementation of phase 3 of Additional Learning needs strategy	Continuation of the strategy to provide support in mainstream settings with potential impact on Deri View unit	200,000	Shaorn Randell-Smith
B21	Town and community councils	Contribution to specific services which would otherwise be cut such as community hubs, museums, street sweeping	500,000	Kelly/Roger
B22	Collaboration and realigning structures in operations.	Quick wins on collaboration for 2016/17, sharing posts	100,000	Roger Hoggins
	Discretionary Fees and charges	Increasing fees and charges budgets by 10% rather than 2.5% included in MTFP model, so an extra 7.5%. Consideration needs to be given to increasing customers and/or increasing charges	498,000	All discretionaly fee areas
B = 2016/17 Mandate ideas		Total	3,332,000	

Business Change Mandate (Including Budget Mandates) Proposal Number: **B1**
 Title: **Assess the feasibility to establish a Not for Profit 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</i>

How much savings will it generate and over what period?	
£254k 2016/2017 – initial savings due to 80% reduction on NNDR. £100k 2016/2017 – initial savings including income generation, service realignment and rationalisation	
Directorate & Service Area responsible	
Enterprise – Tourism, Leisure and Culture	
Mandate lead(s)	
Ian Saunders/Cath Fallon	

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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?

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 risk is particularly pertinent in the Tourism, Leisure and Culture 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 and Culture 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 undertake a service realignment and rationalisation exercise with the Tourism, Leisure, Culture, Outdoor Education and Youth Service with a view to establishing an alternative service delivery model in the form of a wholly owned Not for Profit Trust Model. Operating as a start up entity the features of the Model are 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 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
- TUPE of staff into the Model.

In addition a trading company will be established to monetise and commercialise the Trust 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. The trading arm would operate under a separate staffing arrangement to ensure that services can be delivered at private sector labour market rates and condition to maximise profit potential.

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. In 2016/2017 capital assets will be transferred into the model to enable the Council to benefit from NNDR Business Rate savings of £x. During 2015/16 an assessment of the service area reviews will be undertaken along with a cost benefit analysis to identify areas of duplication, inefficiencies and budget savings to ensure that any services transferred into the model will be operating at maximum efficiency.

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.

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 Service Delivery model; and
- an increase in governance pressures with the establishment of a Trust 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	£254,000						£254,000 NNDR 80%
Tourism, Leisure, Culture and Youth Services		£100,000						Income generation, service realignment and rationalisation

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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 	Cabinet

	<ul style="list-style-type: none"> • 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. 	
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 discrete trusts to deliver particular services – this has proven popular in relation to leisure services;	<ul style="list-style-type: none"> • Although popular evidence suggests that there are more benefits to be gained by economies of scale. 	

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

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 24 th Sept informal formal. Formal 4 th November.	
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)	
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
Assessment of existing service area review and instigation of additional reviews to be undertaken i.e. Leisure Services and Youth Service	Ian Saunders/Tracey Thomas/Ian Kennet/Cath Fallon	Sept – Dec 2015
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	Sept – Dec 2015
Establishment of Trading Company and new service delivery model (if CMC ² is deemed unsuitable)	Cath Fallon	Dec – March 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	Dec – March 2016
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 – March 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 – March 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 – September 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		September 2016
*Note: additional advice will be sought to identify best practice models to ensure that no steps are missed in the development process.		

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 £20,000	Invest to Redesign	Buy in from service leads and Senior Leadership Team
Backfilling of Senior Officer posts to enable the model to be developed and delivered £10,000	Invest to Redesign	
Professional advocacy and skills regarding legal issues and facilitation of workshops £10,000	Invest to Redesign	

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	£254k							
Process	Identification of service rationalisation opportunities for services included in the proposed model.	£100k							
Staff	Identification of staffing efficiencies as a result of service reviews	tbc							
Customer	As a new service delivery model established with a drive to maintain locally accessible services	tbc							

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.									
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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	Possible	Major	High	Full options appraisal and delivery plan to be presented.	Low
Lack of buy in from Council Members	Strategic	Proposal yet to be approved	Possible	Major	High	Full options appraisal and delivery plan to be presented.	Low
Financial disaggregation of service area budgets	Operational	Current lack of clarity	Likely	Substantial	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.	Likely	Substantial	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	Strategic and operational	Service delivery model will be guided by an independent Board	Likely	Substantial	Low	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

service delivery model.							
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.	Likely	Moderate	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
New service 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.

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?
December 2015, March 2016, June 2016, September 2016	Chief Officer, Kellie Beirne



Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

<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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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 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 public services in Wales including Monmouthshire.</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?
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Ensure that decisions are made after careful consideration to future needs</p>	<p>Work closely with biodiversity team</p>
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>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.</p> <p>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</p>	<p>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</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>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.</p>	<p>Services such as tourism, events ensure viable and resilient communities by generating footfall</p>
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>In a positive way the trust will help deliver some of the priorities of Welsh Govt programs</p>	<p>Ensure services are aware of key Welsh Government initiatives and connect.</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</p>	<p>The trust will focus on attracting more people to enjoy participation in many different activities. The package of tourism, leisure and culture is at the heart of this model.</p>	<p>To increase use and the quality on offer should be a key driver for the trust. If more people are more active more often or regularly participating in art and culture there are many positive benefits.</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?
recreation		
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>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</p>	<p>All people will have opportunities to progress have access to services and thrive.</p>

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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>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.</p>	<p>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.</p>
 <p>Collaboration 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>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Involvement 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>Prevention 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>Integration 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 undertaken 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.

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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

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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 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.

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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 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	50				

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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
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		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		
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	
Identify any disparities in capacity/ spans of control and structures		
Identify areas where anomalies or operational opportunities exist		
Identify actions to address anomalies		

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.		

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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 of 50k	50k							

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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		
Positive engagement from services in the review.							
IT functionality							
Management resistance							

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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
That there are opportunities to make efficiencies in operational business support.	Because we have never carried out a review and there are significant differences in business support structures across the organisation.	

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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?
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</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?
change)		
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?
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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><i>The review is based on ensuring that the business support function is fit for purpose in the medium and long term</i></p>	
 <p>Collaboration</p> <p>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</p> <p>Involving those with an interest and seeking their views</p>	<p>See budget mandate for consultaion with key stakeholders</p>	
 <p>Prevention</p> <p>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</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p><i>Better service delivered to citizens. Use of technology maximized and efficiency improved.</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	No		
Disability	No		
Gender reassignment	No		
Marriage or civil partnership	No		
Race	<i>No</i>		
Religion or Belief	<i>No</i>		
Sex	<i>No</i>		
Sexual Orientation	<i>No</i>		
Welsh Language	<i>no.</i>		

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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 in to ensure that all safeguarding and corporating 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

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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:



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>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>






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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 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 (c) Undertaking a review of training accommodation to ensure that scope for rationalization/optimization is undertaken (d) Undertaking market testing to assess

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?
		opportunities to generate external training income
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	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.	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.
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Training programmes are continuing to focus on both physical and mental wellbeing, with training being delivered based on identified needs of staff / customers.	Ensuring that systems are in place to capture organizational data around sickness reasons to ensure that training is designed accordingly.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Not applicable	Not applicable
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Not applicable	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	Where relevant and practicable training materials will be provided in Welsh.	Marketing and generating awareness amongst staff of e-learning solutions that is also available in Welsh.
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>Page 77</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>
 <p>Prevention 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 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.

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
Do 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.

The impacts of this proposal will be evaluated on:	<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: 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

* 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

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	Awaited
Other Service Contributing to / impacted	17 th Sept 2016	Awaited
Senior leadership team	17 th Sept 2016	Awaited
Select Committee	To be confirmed	Awaited
Public or other stakeholders	To be confirmed	Awaited

Cabinet (sign off to proceed)	7 th October 2016	Awaited
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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 income potential	Project team	November 2015
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	

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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	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 Review	Likely	Substantial	Medium	Creative solutions to be sourced that all shared used of accommodation	Low/Medium
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	Operational	Only a half of the workforce currently have access to the	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-	Low/Medium

training materials on the Intranet		Authority's network and intranet				learning/audio/video material. Currently being explored corporately.	
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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
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

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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?
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

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DRAFT

Business Change Mandate (Including Budget Mandates) Proposal Number: B04

Title: SRS (Shared Resources Service) ICT Savings

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 SRS is taking lead responsibility for delivery of the mandate. Monitoring and evaluation will be undertaken by the Authority's Digital and Technology team within the Enterprise Directorate.

Mandate lead(s)

Peter Davies – Head of Commercial and People Development
Sian Hayward – Digital & Technology Manager
Matt Lewis - Chief Operating Officer, SRS

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 overall vision for the Welsh Public Sector is to provide a centralised IT platform that enables any public sector organisation within Wales to consume IT services from a flexible cloud based platform. The secure platform will add real value to the existing PSBA (Public Sector Broadband Aggregation) network by allowing users from different organisations to collaborate and share data across the network regardless of their location. In addition to this, the service will ensure that skills and knowledge can be shared across organisations therefore removing any duplication of effort and driving significant savings for each organisation.

Beyond the savings opportunities that could subsequently result this mandate additionally focuses on the on premise data halls held by the SRS and the scope to optimise the sale of rack space to public sector and commercial customers.

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

Most organisations have or are considering the transfer of its data storage to cloud based solutions. The level of risk aversion around data storage within the public sector is noted but this risk aversion is lessening as public sector organisations explore the benefits and savings resulting from data storage being held in the cloud. The SRS has a significant opportunity to exploit its data halls as a secure venue for public sector cloud storage and furthermore for the constituent authorities to identify data storage that can suitably be held off premise in the cloud.

A specialist company has recently produced a report for the SRS and that evidenced the opportunity that presents the SRS and other public sector organisations from exploiting what is outlined above.

How will this proposal address this issue

The use of physical, on premise data centres and infrastructure in the future will look very different from that which we see today. With the emergence of cloud based technologies, "hybrid" solutions could provide a mix of existing on premise infrastructure in our data centre plus a cloud provision hosted in the most cost effective location that jointly delivers the required levels of security, confidentiality, integrity and availability. This will position the SRS to be to offer public sector an attractive solution of both on premise and cloud delivery solutions.

As stated above the move to off premise cloud solutions by the constituent authorities will in turn and in time release further rack space that can be offered to commercial customers.

What will it look like when you have implemented the proposal
The necessary infrastructure will have been put in place by the SRS to allow the data halls to accommodate other public sector customers and to enable the move to an all-Wales public sector cloud solution. Marketing and sales expertise will be in place to ensure that the data halls are exploited for both public sector and private sector customers. The cloud infrastructure will in turn provide opportunities for services to move their core systems into a cloud based (web based) environment, with commensurate benefits and savings that can result.
Expected positive impacts
Positive impacts include: (a) the most appropriate and cost effective hosting solutions being in place for the Authority's data; (b) the ability for the SRS to exploit the data hall infrastructure it holds in order to service other public sector organisations and commercial customers.
Expected negative impacts
There are potential cost implications from moving some systems into an off premise, cloud based environment. This will be identified as the business case is more fully developed. Reassurance will need to be provided that cloud solutions being put in place ensure that data is secure, confidential and accessible.

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	
SRS	£1,976,969	£100,000	-	£100k	£100k	£100k	£100k	£100k 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
To reduce the ICT data	Information management policies require managers to proactively manage	Head of Commercial & People

storage requirements of the Authority	their information and data. Archiving and deletion routines are already in place. The savings potential from this option will not be sufficient.	Development
To disinvest from the SRS for the Authority's data storage requirements and to source alternative solutions (e.g. cloud solutions).	The Authority has previously committed to its investment in the SRS and the SRS is seen as its ICT network and infrastructure provider. The SRS is a valuable investment and there is greater potential to generate income from the assets that the SRS has in its possession (e.g. available rack space for data storage).	Head of Commercial & People Development

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
Digital & Technology Manager	Enterprise Directorate	Various
Chief Operating Officer	SRS	Various

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	14 th Sept 2016	Awaited
Other Service Contributing to / impacted	15 th Sept 2016	Awaited
Senior leadership team	17 th Sept 2016	Awaited
Select Committee	To be confirmed	Awaited
Public or other stakeholders	To be confirmed	Awaited
Cabinet (sign off to proceed)	7 th October 2016	Awaited

Will any further consultation be needed?		
Name	Organisation/ department	Date
SRS Public Board	SRS	To be confirmed
SRS Business Solutions Limited Board	SRS Business Solutions Limited	To be confirmed

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
Secure agreement through SRS Public and SRS BS to deploy resources in order to enable creation of cloud architecture	Chief Operating Officer, SRS	September 2015
Establish project team to manage transfer of authority's on premise data to off premise cloud provision	Chief Operating Officer, SRS Digital and Technology Manager	October 2015
Secure resource and expertise to allow for marketing and sale of rack space	Chief Operating Officer, SRS	November 2015
Finalise full business case	Chief Operating Officer, SRS	November 2015
Programme plan and resultant actions will result from the finalisation of the business case		

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)
Expertise in marketing, lead generation, negotiation of commercial contracts	The SRS's Research and Development budget	
Consultancy support to enable the Public Sector Cloud Architecture	The SRS's Research and Development budget	
Release of staff resources to implement the required cloud infrastructure and to facilitate the phased transfer of the authority's on premise data to off premise cloud hosting	Existing MCC / SRS staff resources – capacity to be reviewed	

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	Number of (additional) racks let to other public sector or commercial organisations					TBC	TBC	TBC	TBC
Budget	Income/profit generated from the sale of rack space to public sector or commercial organisations					TBC	TBC	TBC	TBC
Process	Number of rack spaces released as a result of authorities moving data storage off premise					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 (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
That timescales are not adhered to such as to allow rack space to be sold to public sector or commercial organisations	Strategic	The current timescales allow for the public cloud architecture to be put in place by February 2015. This is dependent on necessary decision making points being reached. Furthermore, there is a lack of resource and expertise	Possible	Substantial	Medium	Other savings opportunities are potentially available to offset any initial shortfall in rack space income being secured.	Medium

		to market and sell rack space.					
That requisite skills are not available to facilitate the move to a public cloud architecture and to acquire commercial/public sector customers	Operational	There is a lack of resource and expertise to market and sell rack space.	Possible	Substantial	Medium	Resource and expertise requirements to be confirmed and established up-front.	Low/Medium

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That the Authority's share in profits and savings generated by SRS Public and SRS BS will be available to the Authority rather than being retained by the respective organisations.	Each of the constituent authorities who are involved in SRS Public and SRS BS are facing similar financial pressures and are sourcing ways to reduce the net contribution to the SRS without impacting on the required service provision and service standards.	Head of Commercial and People Development
That SRS Public is able to deliver the changes and secure the opportunities that result from the mandate in the timescales required.	Investment needed to deliver the mandate is identified above and will be met from the SRS's R&D budget. SRS Public Board commitment is expected and proposals are being considered at the 21 st September SRS Public Board meeting.	Head of Commercial and People Development
That additional costs (e.g. licencing) falling on the authority in transitioning into a cloud or hybrid cloud environment are sufficiently outweighed by gross savings from the sale of rack space such as to ensure that the £100k recurrent net savings can be achieved.	Initial costings and review of wider saving opportunities (e.g. CCTV, staff restructuring) provide sufficient comfort that the savings target can be met.	Chief Operating Officer, SRS

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.	Digital and Technology Manager



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>A move to off premise cloud solutions by the constituent authorities signed up to the SRS will in turn and in time release rack space that can be offered to commercial customers. This will result in income generation and resultant profits to be shared by authorities.</p>
<p>Name of Service</p> <p>The SRS is taking lead responsibility for delivery of the mandate. Monitoring and evaluation will be undertaken by the Authority's Digital and Technology team within the Enterprise Directorate.</p>	<p>Date Future Generations Evaluation form completed</p> <p>14th 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 proposal looks to ensure that the Authority's digital data is stored in the most efficient and secure location, that in turn will release rack space to be sold commercially to public sector or commercial organisations.</p>	<p>The development and delivery of the business case will be managed and monitored through existing governance structures, notably Digital Board and the SRS Public Board.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate</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?
change)		
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	The overall vision for the Welsh Public Sector is to provide a centralised IT platform that enables any public sector organisation within Wales to consume IT services from a flexible cloud based platform. The secure platform will add real value to the existing PSBA (Public Sector Broadband Aggregation) network by allowing users from different organisations to collaborate and share data across the network regardless of their location. In addition to this, the service will ensure that skills and knowledge can be shared across organisations therefore removing any duplication of effort and driving significant savings for each organisation.	As above existing governance structures exist to ensure that progress is maintained.
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	N/A	N/A

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?
recreation		
A more equal Wales People can fulfil their potential no matter what their background or circumstances	N/A – no impact identified	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>Page 100</p>  <p>Balancing short term need with long term and planning for the future</p>	<p>The overall vision for the Welsh Public Sector is to provide a centralised IT platform that enables any public sector organisation within Wales to consume IT services from a flexible cloud based platform. The secure platform will add real value to the existing PSBA (Public Sector Broadband Aggregation) network by allowing users from different organisations to collaborate and share data across the network regardless of their location. In addition to this, the service will ensure that skills and knowledge can be shared across organisations therefore removing any duplication of effort and driving significant savings for each organisation. It is recognized in the short term that some public sector organisations might have a high level of risk aversion with regards to cloud data storage which is what places the SRS data centre with an unique opportunity as described above.</p>	<p>As contained in the existing mandate and proposal.</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>Working together with other partners to deliver objectives</p>	<p>The SRS is a joint collaboration with the Authority, Torfaen CBC and Gwent Policy Authority. The proposals look to explore and exploit this further by the SRS offering the wider public sector the opportunity to move to a hybrid cloud solution with all the resultant benefits that are noted above.</p>	<p>As contained in the existing mandate and proposal.</p>
 <p>Involving those with an interest and seeking their views</p>	<p>Senior Leadership Team, Members, Cabinet, Select Committees, Digital & Technology team, SRS Public, SRS Business Solutions.</p>	<p>Consultation will be undertaken as part of the ongoing engagement on developing budget proposals. The Digital Board and SRS Public Board will engaged at all stages of the development of the proposal and business case.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The delivery of the vision would allow users from different public sector organisations to collaborate and share data across the network regardless of their location, something that cannot be achieved currently. In addition to this, the service will ensure that skills and knowledge can be shared across organisations therefore removing any duplication of effort and driving significant savings for each organisation.</p>	<p>As contained in the existing mandate and proposal.</p>
 <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>There are few competing demands resulting from the proposal and there will be resultant benefits to users/people, to savings/income generation and the drive to effectively store data.</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	-
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	-

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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	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.	Consideration will need to be given to the storage of sensitive data.
Corporate Parenting	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.	Consideration will need to be given to the storage of sensitive data.

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

Budgetary information
 Financial forecasts
 One Wales Cloud Architecture report

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 impacts are almost wholly positive and consist of generating increased returns from the SRS and the Authority from the sale of rack space together with the opportunity to provide a centralised IT platform that would allow users to connect and collaborate. There are implications that would need to be considered to ensure that data security requirements are met and that ensures that sensitive data is held secure. The completion of the form has allowed the sustainability and wellbeing implications in the main to be more clearly evident.

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.

The impacts of this proposal will be evaluated on:	<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.</p>
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Business Change Mandate (Including Budget Mandates) Proposal Number: B5

Title: Community Asset Transfer

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

How much savings will it generate and over what period?
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60k in 2016/17

Directorate & Service Area responsible

Estates, Enterprise

Mandate lead(s)

Deb Hill-Howells & Ben Winstanley

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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.

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.

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.

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 Councils 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 there 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.

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.

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.

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

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

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		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

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

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							

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

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		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.				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.	

9. Assumptions

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

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

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.</p> <p>From mandate B5 – Community Asset Transfer</p>
<p>Name of Service</p> <p>Estaes, Enterprise</p>	<p>Date Future Generations Evaluation form completed</p> <p>18th 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 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.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate</p>	<p>It is proposed that the properties are disposed as existing to maintain local services, therefore there will be a neutral impact on biodiversity and</p>	<p>None</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?
change)	ecosystems.	
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.
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 People can fulfil their potential no matter what their background or circumstances	The transfer of the assets will be to local groups that can demonstrate a viable, sustainable business case. This will need to consider equality as well as financial issues.	The business plan will require local community groups to be explicit about how their proposals will 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>
 <p>Prevention 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 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?

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: B6

Title: Community Infrastructure Levy

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?
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£50k reduction in spend on infrastructure from 16/17, with spending replaced by S106/CIL funding streams
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Directorate & Service Area responsible

Planning / Enterprise secures S106/CIL however the savings realised by reduced expenditure (offset by CIL/S106) will be met by other departments e.g. Leisure and Operations.

Mandate lead(s)

Mark Hand / Kellie Beirne

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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?

Better use of Community Infrastructure Levy (CIL) and S106 Developer Planning Contributions to reduce MCC infrastructure capital and revenue costs on more strategic projects by £50k.

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.

Select Committee for Economy and Development has highlighted concerns that S106 monies could be better spent on more strategic projects, rather than on multiple small scale local projects which often result in future revenue (maintenance) costs and mean other sources of finance are required for the more strategic projects. Directing S106/CIL funding towards more strategic projects will free up the existing sources of funding as a saving.

How will this proposal address this issue

S106 and (in the future) CIL monies are collected for a variety of infrastructure projects to offset the additional impact of new development. Some S106 money is currently spent on small scale community level projects or on multiple small scale leisure facilities, e.g. small equipped play areas. Money is allocated following community engagement and bids from interested groups, which is good practice.

However, the resultant infrastructure is not always the best solution in terms of cost-effectiveness or wider community benefit. Contributions could instead be directed towards more strategic improvements that would benefit a larger number of people. Moreover, these schemes could be financed via S106/CIL monies and therefore reduce the financial burden from other MCC budgets. It is from these areas that the £50k budget mandate saving would be achieved.

The scope of S106 contributions are tightly controlled by regulations and the contribution must be necessary to make the proposed development acceptable in planning terms. In other words it must be used to fund essential infrastructure, e.g. additional school

places, affordable housing, leisure provision to make that development acceptable, and not on wider 'nice to haves'.

The emerging Community Infrastructure Levy operates like a roof tax on new development, with contributions held centrally for MCC to decide how they are spent on infrastructure projects from an approved list (Regulation 123 list). The CIL regulations require that a meaningful proportion (15%) of CIL income goes to the community in which the development is located. It is anticipated that these funds will be administered by the Town or Community Council for that area. This can be spent by the TC/CC on local infrastructure projects and offers an opportunity for some infrastructure to be devolved to TC/CCs and funded via the 15% CIL contribution rather than being administered and funded by the County Council. It is anticipated that CIL will be adopted by MCC in mid 2016/17. Experience from other Local Planning Authorities (LPAs) is that very little income is received during the first couple of years.

What will it look like when you have implemented the proposal

Spend of S106 income (and, once adopted, CIL too) will be focussed on more strategic products instead of smaller scale local level projects. This will reduce financial pressures on MCC for funding those more strategic level projects, resulting in a budget saving to MCC.

The local level projects will either no longer be provided, delivered in a more cost effective way, or, following CIL adoption, could be provided via Town or Community Councils using their 15% share of CIL income for development within their area. This 15% share could equate to approximately £150k per annum for the whole County Council area. The money would go to the TC/CC in which the development is located, however by definition that is where the additional infrastructure demand/costs would be incurred too.

It is expected that this change will primarily affect how leisure-related S106 is spent. S106 contributions for highways and education would be essential to access/service the site or to meet the demand generated by the development. On-site affordable housing is required to create sustainable communities.

Expected positive impacts

Council expenditure on infrastructure will be reduced by £50k, with those projects instead funded by S106 contributions or CIL.

Scarce resources will be focussed on infrastructure projects that benefit more people.

There will continue to be scope for local level projects to be funded via the 15% community level CIL receipts.

Expected negative impacts

Provision of small scale local level infrastructure (for example multiple local areas of play within close proximity to one another) will be reduced. However, as stated above there will continue to be scope for local level projects to be funded via the 15% community level CIL receipts.

Current high levels of community engagement in where S106 monies are allocated is likely to reduce, insofar as small scale projects will have less opportunity to secure funding. However, once CIL is adopted, this work can be continued by the Town and Community Councils using their community infrastructure fund from CIL.

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	
Operations/Leisure		50,000	n/a	50,000	0	0	0	50,000

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
Offer a lesser saving	Corporate objective of maximising savings to offset LG settlement cuts not achieved.	MH
Offer a greater saving	There is considerable uncertainty at present how successful this mandate will be, and therefore it would be very unwise to attach greater savings to it until such a move is properly evidenced. S106 contributions currently secured are the maximum possible, taking into account site viability.	MH

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Ian Saunders/Rachel Jowitt	Leisure/Operations	14/09/2015
Martin Davies	Planning Policy	15/09/2015

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		
Public or other stakeholders		
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
Mike Moran/Tim Bradfield	Leisure	23/09/2015
S106 Working Group	MCC	13/11/2015
Town and Community Councils		Prior to adoption of CIL

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
Liaise with key service areas to identify strategic infrastructure projects	Planning/Leisure/Operations	31/12/2015
Align projects with known emerging development proposals	Planning	28/02/2016
Identify small scale community projects that are best delivered via community	Planning/Leisure/Operations/Estates	31/03/2016

CIL contributions, and review how those services are delivered		
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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)
Funding for strategic infrastructure projects to offset MCC spend	S106 planning contributions/CIL	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
Budget	S106 contributions secured (£)								
Budget	S106 directed to more strategic projects (£) to contribute to mandate saving target.								
Process	Number of strategic level projects identified for S106 spend instead of small scale local level schemes								
Process	Adoption of CIL by Summer 2016								

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		
Other budget/funding cuts mean that redirecting S106 spend to strategic projects does not realise a budget saving.	Operational	The operational success of this mandate is unknown and strategic projects and their current sources of funding are unknown, and therefore the level of saving is unknown at this time.	Low	High	Medium	Identify strategic projects for best use of S106 funds. Deliver mandate via S106 working group.	Medium
CIL is not adopted	Strategic	CIL adoption is a Council decision. If not adopted, local communities will not receive the 15% CIL fund and therefore small scale local projects will have reduced levels of funding.	Low	High	Medium	Members have been briefed on CIL throughout the process and have not, to date, expressed in-principle objections.	Low
Following CIL adoption, Town and Community Councils use their community CIL monies for projects other	Strategic	The TC/CC can decide how it spends the money.	Low	Medium	Low	TC/CCs will be encouraged to operate a similar system to MCC's current method of allocating S106 leisure monies. However ultimately it is their (TC/CC's) decision.	Low

than those that would bid for S106 money under the current process.							
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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
MCC adopts CIL	CIL adoption will be a Council decision, but there has been no indication from Member meetings to date that there is a fundamental objection.	Council
That there are strategic type projects that can be funded from S106 instead of MCC budgets, in order to realise the saving.	Discussions with key officers while drawing up this mandate.	Mark Hand
That Town and Community Councils will use their 15% CIL allowance to fund appropriate local infrastructure.	The CIL regulations require that 15% of CIL goes to the community in the area where the development is taking place, and that this money be spent on local infrastructure to support the approved development/community.	This requirement is set out in legislation. Town and Community Councils would decide how they allocate funding.

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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?
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 B6</p> <p>£50k reduction in spend on infrastructure from 16/17, with spending replaced by S106/CIL funding streams</p>
<p>Name of Service</p> <p>Planning</p>	<p>Date Future Generations Evaluation form completed</p> <p>13/09/2015</p>

Page 131 **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: the proposal would focus S106 financial resources on more strategic projects which seek to make the best use of limited resources and benefit a greater number of people.</p> <p>Negative: funding would effectively be withdrawn for small scale projects.</p>	<p>15% of CIL receipts will go to the community, and is likely to be administered by the relevant Town or Community Council. TC/CCs must use this money for local level infrastructure that they consider to be of value. Some of this money could go to small scale local projects currently funded via S106, should TC/CCs wish. This could go some way to mitigate the negative effects.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and</p>	<p>Positive: S106 contributions can be used towards strategic green infrastructure and/or flood defences, where such spend meets the</p>	<p>The Council has adopted Green Infrastructure Supplementary Planning Guidance which seeks to secure a co-ordinated approach. This infrastructure</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)	<p>requirements set out in the Regulations</p> <p>Negative: some smaller scale local schemes could no longer receive S106 monies, however the intention behind the GI concept is that the infrastructure is on a more strategic and joined-up level.</p>	can form part of the Council's CIL Regulation 123 infrastructure list
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive: the proposal would focus S106 financial resources on more strategic projects which seek to make the best use of limited resources and benefit a greater number of people. This proposal is likely to have the greatest impact on leisure related infrastructure.</p> <p>Negative: funding would effectively be withdrawn for small scale projects.</p>	The existing S106 Working Group and S106 spend approval process via Select Committee will oversee this process. It is expected that a similar process will be introduced as part of the Community Infrastructure Levy processes in due course.
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Positive: By using S106 funding in a more strategic way, new developments will have to connect with existing surrounding communities, for example by utilising improved existing play facilities rather than providing new small play areas within the site for those new residents alone.</p> <p>Negative: n/a</p>	None.
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>Positive: Legislation requires that S106 monies are spent on infrastructure related to the proposed development, and proportionate to that development. Although there is little prospect of such contributions having a global impact, sustainable development is a material planning</p>	None

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?
	consideration. Negative: 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	Positive: the proposal would focus S106 financial resources on more strategic projects which seek to make the best use of limited resources and benefit a greater number of people. The Welsh language is a material planning consideration. Negative: funding would effectively be withdrawn for small scale projects.	15% of CIL receipts will go to the community, and is likely to be administered by the relevant Town or Community Council. TC/CCs can use this money for local level infrastructure that they consider to be of value.
Page 13 3 A more equal Wales People can fulfil their potential no matter what their background or circumstances	Positive: the proposal would focus S106 financial resources on more strategic projects which seek to make the best use of limited resources and benefit a greater number of people. Negative: funding would effectively be withdrawn for small scale projects.	15% of CIL receipts will go to the community, and is likely to be administered by the relevant Town or Community Council. TC/CCs can use this money for local level infrastructure that they consider to be of value.

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?

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>Focussing limited funding on more strategic projects instead of multiple small scale local projects is a more sustainable long term approach.</p>	<p>No further action has been taken</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The budget mandate is predicated on working with partners to identify more strategic infrastructure that can be funded via S106 or CIL, freeing up other budgets to create a £50k budget saving.</p>	<p>The existing S106 Working Group, community engagement process operated by MCC to identify opportunities, and S106 spend approval via Select Committee represent best practice.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The budget mandate is predicated on working with partners to identify more strategic infrastructure that can be funded via S106 or CIL, freeing up other budgets to create a £50k budget saving.</p>	<p>The existing S106 Working Group, community engagement process operated by MCC to identify opportunities, and S106 spend approval via Select Committee represent best practice.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The budget mandate seeks to allocate S106 money to strategic solutions that benefit greater numbers of people and is sustainable in the longer term. The mandate therefore directly seeks to best focus infrastructure provision to avoid creating small scale projects whose long-term funding is not sustainable.</p>	<p>No further action has been taken.</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><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>Planning decisions must deliver sustainable forms of development. S106 contributions help to offset the infrastructure demands of new development. This budget mandate seeks to ensure S106 monies are spent in the most sustainable way, freeing up other scarce Council budgets to generate a saving.</p>	<p>No further action has been taken.</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.	The mandate seeks to focus S106 spend on more strategic projects rather than on very small scale matters. One example could be improving and expanding equipped play areas in a play area serving a wider neighbourhood rather than a small poorly equipped play area on each housing development. By definition this would mean some infrastructure is provided further away from people's homes. This could disproportionately affect children or elderly people who cannot travel greater distances.	The regulations require that any infrastructure funded by S106 is related to the development in question and therefore it must still be within the reasonable vicinity of the development.
Disability	None	The mandate seeks to focus S106 spend on more strategic projects rather than on very small scale matters. One example could be improving and expanding equipped play areas in a play area serving a wider neighbourhood rather than a small poorly equipped play area on each housing development. By definition this would mean some infrastructure is provided further away from people's homes. This could disproportionately affect people with mobility issues who cannot travel greater distances.	The regulations require that any infrastructure funded by S106 is related to the development in question and therefore it must still be within the reasonable vicinity of the development.
Gender reassignment	None	None	No action proposed

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	None	None	No action proposed
Race	None	None	No action proposed
Religion or Belief	None	None	No action proposed
Sex	None	None	No action proposed
Sexual Orientation	None	None	No action proposed
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	No proposed action.

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	<i>Safeguarding in this context applies to both children (not yet reached 18th birthday) and vulnerable adults (over 18 who is or may be in need of community care services by reason of mental or other disability, age or illness and who is or may be unable to take care of himself or herself, or unable to protect himself or herself against significant harm or serious exploitation.)</i> None.	<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> None.	n/a
Corporate Parenting	<i>This relates to those children who are 'looked after' by the local authority either through a voluntary arrangement with their parents or through a court order. The council has a corporate duty to consider looked after children especially and promote their welfare (in a way, as though those children were their own).</i> None.	None.	n/a

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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.

The Council must keep records of all S106 planning contributions secured, what it has been spent on and when. The decision-making process for some areas of S106 spend, in particular leisure and adult recreation, is via a Select Committee process following officer assessment of bids submitted by community groups. Whilst best practice in terms of community engagement, it is considered that a more strategic use of S106 monies would benefit a wider range of people and also represent a more sustainable use of the monies, and would also reduce spend by other Council services on other projects. Using S106 money on the more strategic projects would potentially result in better outcomes and result in a budget saving for MCC (because other funding

sources would no longer be needed for those more strategic projects).

The above assessment of the likely impacts of the proposal has been based on service delivery knowledge.

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. S106 planning contributions seek to offset the additional infrastructure pressures caused by new development. This mandate proposes to focus such spend on more strategic projects, which should reinforce partnership working (to deliver the projects) and create more cohesive communities (by requiring shared use of strategic provision rather than individual estates operating in isolation. 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 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. There are potential impacts relating to age and/or disability and the physical distance from and accessibility to infrastructure will need to be carefully considered as each project (S106 bid) is assessed.

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			

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: 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

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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		
Public or other stakeholders		
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	Indicator	Actual	Actual	Actual	Actual	Target	Target	Target	Target
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/ Process / Staff / Customer		2016/17	2017/18	2018/19	2019/20	2016/17	2017/18	2018/19	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		

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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
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.	SMT

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?



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<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?
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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>	<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 Working together with other partners to deliver objectives</p>	<p>By working with a fellow public sector organization to offer cost effective legal services.</p>	
 <p>Involvement Involving those with an interest and seeking their views</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 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 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	<i>Safeguarding in this context applies to both children (not yet reached 18th birthday) and vulnerable adults (over 18 who is or may be in need of community care services by reason of mental or other disability, age or illness and who is or may be unable to take care of himself or herself, or unable to protect himself or herself against significant harm or serious exploitation.)</i>	<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>	The proposal does not affect the council's wellbeing duty.
Corporate Parenting	<i>This relates to those children who are 'looked after' by the local authority either through a voluntary arrangement with their parents or through a court order. The council has a corporate duty to consider looked after children especially and promote their welfare (in a way, as though those children were their own).</i>		None.

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

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: B8

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 / Roger Hoggins</i>
Date	<i>21/09/15</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:

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. Where the site is confident that the van/trailer is carrying commercial waste from April 2016 the driver will be asked to go over the Viridor weighbridge and pay the appropriate charge rather than accessing the HWRC for free. However 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 ?? visits per annum (*quantum to be determined in partnership with appropriate consultees and Select Committee when the policy is reviewed*). 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 for a charge.

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 FOC. 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 5 Lanes. Possible risk of increased fly tipping. However neighbouring Council's have undertaken similar initiatives and have not seen an increase in fly tipping. 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.

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.

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	
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

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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
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

4. Consultation

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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

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		
Public or other stakeholders		
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
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
Cabinet Approval	Waste team	Jan 16
Notification to businesses using the site	Waste team	Feb –Mar1
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
budget	Tonnages of waste generated at the CA sites	800t less							

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		
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	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.	

		to determine how much residual waste businesses are depositing					

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

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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?
Monthly post implementation	Waste team (data collection)

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<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?
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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 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 occurring or getting worse</p> <p>Putting resources into preventing problems</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 environment and trying to benefit all three</p> <p>Positively impacting on people, economy and</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			

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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	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?

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

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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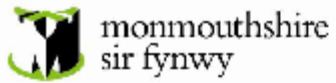
What are you going to do	When are you going to do it?	Who is responsible	Progress
Draft policy	Sep 15	Waste team	1 st draft completed
Engage Viridor to discuss successful implementation	Ongoing	Waste team	Ongoing
Select Committee Consideration	Oct 15	Waste team	
Cabinet Approval	TBC	Waste team	
Notification 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:	<p>Monthly monitoring of fly tipping</p> <p>Quarterly monitoring of waste tonnages</p>
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	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 only
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:
- 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).
 - 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.
 - 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.
- Llanfoist: 01873 854 604
 - 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?
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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 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 occurring or getting worse</p> <p>Putting resources into preventing problems</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 environment and trying to benefit all three</p> <p>Positively impacting on people, economy and</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			

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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	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?

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

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.

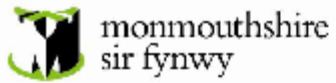
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What are you going to do	When are you going to do it?	Who is responsible	Progress
Draft policy	Sep 15	Waste team	1 st draft completed
Engage Viridor to discuss successful implementation	Ongoing	Waste team	Ongoing
Select Committee Consideration	Oct 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:	<p>Monthly monitoring of fly tipping</p> <p>Quarterly monitoring of waste tonnages</p>
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	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 only
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:
- 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).
 - 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.
 - 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.
- Llanfoist: 01873 854 604
 - 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,
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- 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.

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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.

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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.

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 / Kellie Beirne

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 a 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 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 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 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

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

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

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

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	Medium	High	Medium	Effective trend- and evidence-based budget monitoring.	Medium

		e.g. Government subsidies for renewable energy developments					
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.

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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 – IncomeGeneration.</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 Planning</p>	<p>Date Future Generations Evaluation form completed 13/09/2015</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>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 mandate is considered to be the maximum reasonable compromise.</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>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>
<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</p>	<p>Fees are waived for people who are registered disabled and applying for planning permission to adapt their homes.</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>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>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 consideration. 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 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</p>	<p>None.</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>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>	

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><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>

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>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>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>
 <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>	

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="315 296 499 523">Positively impacting on people, economy and environment and trying to benefit all three</p>	<p data-bbox="535 213 1294 347"><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 data-bbox="535 384 1323 608">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 data-bbox="1352 213 1397 240">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

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

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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 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.

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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 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

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		
Public or other stakeholders		
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
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..

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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		The existing	Medium	High	Medium	Break clauses in agreements enable the Council to	

regulations could change		regulations facilitate the payment of a management charge. This potentially could be reduced				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



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)



<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>


Page 223 **Q. 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>Page 224</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	

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 discussions are in progress with

Leasing proposal for approval by Cabinet			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
Date	15.09.15

How much savings will it generate and over what period?

The realignment of key senior posts and roles will generate £175k in efficiency savings.

Directorate & Service Area responsible

Chief Executives'

Mandate lead(s)

Paul Matthews

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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 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.

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
- 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. 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 Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Chief Executives'		£102,000		102,000				102,000

Operations, Enterprise, CYP & SCH		£73,000		73,000				73,000

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

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4. Consultation

Leadership Team and SMT		Date: ongoing over period of last 12 months

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

Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
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
Consultation – engagement with individuals, Select, Cabinet Members and Unions as required	Leadership Team	October-November 15
Approvals	Leadership Team	November 15 Cabinet
Implementation		April 2016 or before if achievable

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-
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		financial)
No additional investment 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	Reduction in staffing cost	175,000							
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	Strategic and operational	Becoming more efficient will result in some cases, in fewer people. Data tells us	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	High

operational pressure and policy/ structural change and further potential impacts around loss/ reduction of experience		demand is peaking for certain services. Policy and financial context is changing.				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.	
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

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 will be one outcome of this exercise	Efficiencies can be achieved as a result of changes in workforce and proposed relainments	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

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</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 us being at the same position as neighbouring Local Authorities.

What will it look like when you have implemented the proposal

The expenditure with the voluntary sector, particularly in the arts and cultural sector. Care & Repair can seek further funding opportunities from other organisations with a public health function for example Public Health Wales.

Expected positive impacts

Expected negative impacts

There may be a reduction in the offer of some organisations.

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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 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.

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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 (protect grant funded bodied from financial pressures)	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

experienced by the LA)		
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.	Will McLean

4. Consultation

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		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		In line with consultation plan.
Public or other stakeholders		As above
Cabinet (sign off to proceed)		As above

Will any further consultation be needed?		
Name	Organisation/ department	Date
Carer & Repair Torfaen & Monmouthshire		October 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
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
Notice given to bodies	Will McLean (CAB and GAVO) Ian Saunders (Leisure and Cultural providers) Dave Jones (Care and Repair)	
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..

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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 /	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	Care & Repair Service demand to Social Services – discuss with SC&H. Demand could reduce as consequence of less assessments being undertaken by Care & Repair								

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.	

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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
n/a		

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?



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 249</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</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:

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 suggest 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. 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 (albeit other free options remain), 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					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.

			management will 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		
Select Committee	October	
Public or other stakeholders		
Cabinet (sign off to proceed)		The policy is already adopted – this implements more widely the approved policy. Car parking options have been reported extensively to select committees and cabinet

Will any further consultation be needed?		
Name	Organisation/ department	Date
No for advertising but statutory consultation required through the preparation of a new car park order		

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 Richard Cook (PTU)	
Promote, sell and manage advertising space/customers	Richard Cook (PTU) 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 /	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	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 scheme as advertising complaints arise	Strategic	There will be negative comments about introducing advertising in public spaces	low	high	low	Ensure members are aware of initiative before it is extended more widely	low
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.	

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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
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

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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?
January 2016	Head of Service and Lead officers in line with usual monitoring and reporting.

DRAFT



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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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 265	(+)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: B14

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.

Mandate Completed by	<i>Roger Hoggins</i>
Date	<i>18-08-15</i>

How much savings will it generate and over what period?
£75,000
Directorate & Service Area responsible
Operations – Waste and Street Scene
Mandate lead(s)
HoS – Rachel Jowitt, Lead Officer – Nigel Leaworthy

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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?

Seeking to adjust the style of planting in parks and open spaces thereby reducing costs of provision plus altering how we manage and maintain certain facilities but without the loss of any service or amenity.

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

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 and for Chepstow Cemetery to be maintained by the overall Grounds team based in the South rather than having a dedicated sexton.

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 and Chepstow cemetery 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 and the cemetery

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

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 £11k for seeds and ongoing maintenance – net benefit £35k		35k				£35k
Transfer maintenance to Green Fingers		Save half of one operative – benefit £13k		13k				£13k
Remove sexton post at Chepstow cemetery and fulfil sexton role with area team and staff trained within the area team to take sexton role		Save one operative - £27k (includes some O/T allowance)		£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	Head of service
Maintain a sexton at Chepstow cemetery	Although not ideal and members of eth public will not have a sexton on site the use of the mobile team is sufficient to maintain the cemetery	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	
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
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
Purchase seeds and prepare beds	Commercial and Operations Manager	spring
Agree with Green fingers	ditto	Already done
Agree to sexton retirement	ditto	Next year

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	

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							

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		
Reduction in service for cemetery especially as staff are being cut back in the OSS as well	operational	Less staff means those remaining are under greater strain to fulfil current service standards	medium	Locally high	medium	Recognise the sensitivity of the service and emphasise upon staff importance of meeting demands	lower

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker

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 during Summer'16, cemetery ongoing	



<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>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 and for Chepstow Cemetery to be maintained by the overall Grounds team based in the South rather than having a dedicated sexton.</p>
<p>Name of Service</p> <p>Waste & Street Services</p>	<p>Date Future Generations Evaluation 15th 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 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.</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>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 etc. The policy completely supports MCC's biodiversity policy.</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	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	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	The ongoing maintenance of open space is important to promote healthy living and give 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?
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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 for the future</p> <p>Balancing short term need with long term and planning</p>	<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>	
 <p>Collaboration objectives</p> <p>Working together with other partners to deliver</p>	<p>Working in partnership with Green Fingers to provide the maintenance at Linda Vista Gardens.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<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.</p>	
 <p>Prevention occurring or getting worse</p> <p>Putting resources into preventing problems</p>	<p>MCC will still be on hand to advise and help Green Fingers.</p>	
 <p>Integration environment and trying to benefit all three</p> <p>Positively impacting on people, economy and</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>		

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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	Neutral	Neutral	
Corporate Parenting	Neutral		

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

Success of wild flower / pollinator policy
 Management of Cemeteries
 Success of working with Green Fingers over 2015-16 to build their capacity

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?

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 and for Chepstow Cemetery to be maintained by the overall Grounds team based in the South rather than having a dedicated sexton.

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	
Staff reconfiguration for management of maintenance of Cemetery	Apr 16	Rachel Jowitt / Nigel Leaworthy	
Transfer maintenance of Linda Vista to Green Fingers	Ongoing – final MCC staff withdrawal Apr 16	Rachel Jowitt / Nigel Leaworthy	

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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<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 Mandate : B14 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 and for Chepstow Cemetery to be maintained by the overall Grounds team based in the South rather than having a dedicated sexton.</p>
<p>Name of Service Waste & Street Services</p>	<p>Date Future Generations Evaluation 15th 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 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.</p>	
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support</p>	<p>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,</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)	plants fertiliser 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	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	The ongoing maintenance of open space is important to promote healthy living and give 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?
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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 for the future</p> <p>Balancing short term need with long term and planning</p>	<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>	
 <p>Collaboration objectives</p> <p>Working together with other partners to deliver</p>	<p>Working in partnership with Green Fingers to provide the maintenance at Linda Vista Gardens.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<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.</p>	
 <p>Prevention occurring or getting worse</p> <p>Putting resources into preventing problems</p>	<p>MCC will still be on hand to advise and help Green Fingers.</p>	
 <p>Integration environment and trying to benefit all three</p> <p>Positively impacting on people, economy and</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>		

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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	Neutral	Neutral	
Corporate Parenting	Neutral		

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

Success of wild flower / pollinator policy
 Management of Cemeteries
 Success of working with Green Fingers over 2015-16 to build their capacity

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?

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 and for Chepstow Cemetery to be maintained by the overall Grounds team based in the South rather than having a dedicated sexton.

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	
Staff reconfiguration for management of maintenance of Cemetery	Apr 16	Rachel Jowitt / Nigel Leaworthy	
Transfer maintenance of Linda Vista to Green Fingers	Ongoing – final MCC staff withdrawal Apr 16	Rachel Jowitt / Nigel Leaworthy	

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</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,

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 seeking to protect 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 and emergency 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		
Select Committee		
Public or other stakeholders		
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
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..

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

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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	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

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?
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;</p> <p>County Highway Operations -</p>	<p>Date Future Generations Evaluation form completed: 23/09/2015</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>(-)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		

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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?

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

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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

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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 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 2016	Awaited
Other Service Contributing to / impacted	15 th Sept 2016	Awaited
Senior leadership team	17 th Sept 2016	Awaited
Select Committee	To be confirmed	Awaited
Public or other stakeholders	To be confirmed	Awaited
Cabinet (sign off to proceed)	7 th October 2016	Awaited

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-
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		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.

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 (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Risk of employees not taking up the offer of flexible benefits or employment packages	Operational	The flexible benefits and employment packages suggested are	Possible	Substantial	Medium	Marketing existing policies to staff in order to generate awareness of flexible benefits and to highlight that the	Medium

		already available to employees.				Authority is actively encouraging staff to make applications	
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

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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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On a quarterly basis following implementation from 1st April 2016 as part of ongoing performance monitoring

Karen Smith – People Services Systems and Support Manager

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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>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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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>	N/A	N/A
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	N/A	N/A

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</p> <p>Balancing short term need with long term and planning for the future</p>	N/A	N/A
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	N/A	N/A
 <p>Involvement</p> <p>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</p> <p>Putting resources into preventing problems occurring or getting worse</p>	N/A	N/A
 <p>Integration</p> <p>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	-

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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	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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5. 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			

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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.

<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		
Public or other stakeholders		
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
None required		

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

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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)
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-	Indicator	Actual	Actual	Actual	Actual	Target	Target	Target	Target
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Budget / Process / Staff / Customer		2016/17	2017/18	2018/19	2019/20	2016/17	2017/18	2018/19	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	Operational	The timing of when	Possible	Minor	Low	None available, this is out of our hands.	Low risk

appeal decisions		decisions are made determines the financial year that the refund is received against			risk	However we will continue to meet with Cooke and Arkwright to press for progress on the appeals that have been lodged	
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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?
Quarterly throughout 2016/17	Ruth Donovan – Assistant Head of Finance: Revenues, Systems & Exchequer



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<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>	Positive – ensuring resources are used efficiently	n/a
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	n/a	n/a

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

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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	n/a	n/a
Corporate Parenting	n/a	n/a	n/a

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

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- 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

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	

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
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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

How much savings will it generate and over what period?

£160k 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	50k		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, part release of Llanfoist	147k	20k		20k				Further work required to ascertain alternative provision at the waste transfer station at

deport								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

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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		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

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.	BW	asap
Innovation House, revenue savings	CH or RO'D (dependent on where budget sits)	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
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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)
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 pass ported 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 Capital	Technical provision for design & construction works
Letting agents for Innovation House	Revenue (Estates)	

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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	Income generated through arm's length vehicles	10k							
Budget	Savings generated through the rationalisation of the estate	130k							

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 creation of arm's length companies	operational	New venture for the authority, format of structure and support of members needs to be established.	Medium	High	High	Undertake specialist discussions as soon as possible to understand appropriate frameworks and lessons learnt from English authorities. Consultation with members to mitigate any concerns over loss of control	Medium
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
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



<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 can adapt to change (e.g. climate</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?
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 adaptaions 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 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 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 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 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	

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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 <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	

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.

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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</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

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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?

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	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

expenditure for statutory annual maintenance		
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

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		September 2015

Office/Resources/FM Officers		September 2015
Design Service Officers		September 2015
Claire Robins	Mandate Coordinator	September 2015

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
Select Committee	Pending	
Public or other stakeholders	Pending	
Cabinet (sign off to proceed)	Pending	

Will any further consultation be needed?		
Name	Organisation/ department	Date
Estates Manager	MCC Estates	September 2015 - April 2016

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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
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	Oct 2015
Agresso Board Approval for introduction of P Cards in PS&FM	Scott James/Sue Day	Oct 2015
Dialogue with Suppliers for introduction of P Cards	Scott James/Sue Day	Nov 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	Mike Long	Jan 2016
Place affected staff at risk from the restructure of Office Services, Resources and Facilities Management	Rob O'Dwyer	Jan 2016
Appoint staff to new roles within Office Services	Mark Jones/Rob Nancarrow	Jan 2016
Lodge new purchase cards	Scott James/Sue Day	Jan 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	Mike Long/Morley Simms	April 2016
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	Separately identified in Capital Working Group as a financial pressure and mentioned specifically in	Nil

accommodation requirements	Mandate No 26	

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	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	1	5	5	Commence refurbishment with adequate budget and time to complete by the 1 st of March	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 purpose establishments	Operational	Backlog maintenance programme currently stands at £25M	5	3	15	Ensure that highest priority works remain in programme	10
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	Operational	Previous weather conditions have	3	5	15	Ensure that sufficient capital planned maintenance is carried out at the authorities	12 (Risk is only reduced)

conditions		impacted on the amount of maintenance work required and put the CBM budget under pressure				properties in order to minimise the impact at key sites	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.

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Assumption	Reason why assumption is being made (evidence)	Decision Maker
Innovation House will close by the 31 st of March 2016 and all PS&FM staff will be based at Usk HQ	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
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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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>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>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="143 347 284 376">Integration</p> <p data-bbox="315 212 499 400">Positively impacting on people, economy and environment</p> <p data-bbox="109 408 483 437">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.		

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

<p>The following documents have been considered in the development of this proposal: -</p> <ul style="list-style-type: none"> • 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 <p>The following Key Performance Information has been considered in the development of this proposal: -</p> <ul style="list-style-type: none"> • National Data Unit Wales – Asset Management KPI's • MCC Customer Satisfaction Questionnaire responses
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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

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</i>

How much savings will it generate and over what period?

£200,000 in 2016/17.

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

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 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?

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.

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

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)

How will this proposal address this issue

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.

What will it look like when you have implemented the proposal

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 in already 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.

Expected positive impacts

An underused facility that does not meet the needs of the children in Monmouthshire will be closed. To allow the school the use of the two classrooms for Early Years Intervention or any other support they deem necessary. 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.

Expected negative impacts

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. 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

There could be potential redundancy costs following the implementation of the protection of employment policy.

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	
Additional Learning Needs SNRB	£200,000.	£200,000		200,000			£200,000

provision							

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)

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Options	Reason why Option was not progressed
1. Continue with the running of the Special Needs Resource Base (SNRB) within Deri View.	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.	This option was not cost effective and could potentially result in lost specialism.

4. Consultation

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

Stephanie Hawkins	Principal Officer, Additional Learning Needs	
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Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	3rd September 2015	
Other Service Contributing to / impacted		
Senior leadership team	8th September 2015	
Select Committee	12th November 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 process.	
Governing Body of schools in Abergavenny Cluster		
Staff and parents of children attending the SEN unit at Deri View Primary		
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 First Partnership		
SNP Cymru Parent Partnership Service		
Child Development Team, Aneurin Bevan Health Board.		

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

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 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.	

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						
Children	Measureable outcomes of pupil performance						
	Estyn						
	Attendance						

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 resource base.	Operational		Low	Low	Low	Staff training to build capacity in school.	

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That the children who leave the resource base will have their needs met locally.		
That staff will be subject to protection of employment policy and will be supported to find re-deployment.		

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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.

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		

Cabinet (sign off to proceed)		
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Will any further consultation be needed?		
Name	Organisation/ department	Date

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?
Via the SIP and usual budget monitoring process.	Head of service, DMT, select.



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sir fynwy

STATUTORY CONSULTATION DOCUMENT

Proposal 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 behavioural difficulties.

Author: Stephanie Hawkins

Date: September 2015



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Please contact/Cysyllter a: Stephanie Hawkins
Tel/Ffôn: 01633 644486
E-Mail/Ebost: Stephaniehawkins@monmouthshire.gov.uk
Web/Gwefan: www.monmouthshire.gov.uk

To: Statutory Consultees and Other Interested Parties

21 September 2015

Dear Consultee,

RE: PROPOSAL TO CLOSE THE SPECIAL NEEDS RESOURCES BASE AT DERI VIEW PRIMARY SCHOOL FOR PUPILS AGED 4 to 11 YEARS WHO HAVE MODERATE LEARNING DIFFICULTIES AND SOCIAL, EMOTIONAL AND BEHAVIOURAL DIFFICULTIES.

On 20th September 2015, a Cabinet Decision was made to commence consultation on the proposal to close the Special Needs Resource Base for pupils aged 4 to 11 years who have moderate learning difficulties and social, emotional and behavioural difficulties based in Deri View Primary School, Abergavenny.

The proposal does not necessitate any building works or refurbishment, therefore the intention is for this change to be implemented in April 2016.

The consultation period must be at least 42 days, with at least 20 of these being school days. To comply with this requirement the consultation period will commence on 19 October 2015 and will close on 27 November 2015.

Any comments can be made by completing the response proforma at the back of the consultation document and returning it by email to stephaniehawkins@monmouthshire.gov.uk or by post to the above address.

Alternatively, you can attend a 'drop-in' session at Deri View Primary School on the 19 October, 2015, 6.30pm to 8pm.

Yours sincerely,

Stephanie Hawkins
Principal Officer
Additional Learning Needs

STATUTORY CONSULTATION REPORT

THE PROPOSAL

As part of the Additional Learning Needs (ALN) review Monmouthshire County Council proposes to close the Special Needs Resource Base (SNRB) in Deri View Primary School as this is an underused which does not meet the needs of the Authority or the school as it has not been able to fulfil the original brief for the school or the Local Authority as defined by the "Aims of the SNRB". Its strategic impact has been minimal and it has neither provided 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.

The current 7 children on roll in the SNRB will be supported either in the mainstream school or in 2 cases directed by statement of special educational needs to specialist provision.

The proposal would not require any building work or refurbishment, but would require a staffing restructure.

BACKGROUND INFORMATION

Deri View Primary School is a community primary school situated in the small market town of Abergavenny in the north west of Monmouthshire. It was opened in September 2005 following the closure of three smaller local schools. The school which has a capacity for 410 pupils but currently only has 256 on roll. The Nursery has the capacity to offer 60 places in the morning and afternoon sessions but currently has 27 children in the morning and 29 children in the afternoon. The SNRB has capacity for 24 children but currently has 7 children on roll who are all subject to a Statement of Special Educational Needs. There is a Local Authority Children's Centre, "Acorn Centre", attached to the school from which Flying Start and Family First Projects operate.

The area surrounding the school is economically and socially mixed where there is some degree of disadvantage. The majority of pupils who attend Deri View come primarily from the local housing estates where there is a high level of social and financial disadvantage and from the wider area of Abergavenny town. 42% of pupils are entitled to free school meals. This is 11% above the Monmouthshire average, Deri View being the only school in Monmouthshire with over 32% of pupils entitled to receive free school meals.

99.4% of pupils come from English speaking homes and no pupils speak Welsh as a first language at home. The remaining pupils come from other ethnic groups. 4 pupils are Looked After by the Local Authority and there are 5 pupils on the Child Protection Register. School report that pupils' ability on

entry is generally lower than the Local Authority average. 64 pupils on roll have been identified as having special educational needs of these 11 pupils have Statements of Special Educational Needs (SEN), 34 pupils are at School Action and 19 pupils at School Action Plus of the SEN Code of Practice Wales (2002). However, a large number of pupils are identified as being vulnerable and are supported through intervention programmes, the school's Family Support Worker, Social Services and other voluntary organisations, i.e. Young Carers.

School reports that a high proportion of pupils on roll present with high levels of deprivation and poor acquisition of the early years basic skills including language and social development. The school is currently working with Monmouthshire Local Authority to develop a supported Early Years intervention to remediate this.

The SNRB admits pupils in the Foundation Phase and Key Stage 2 (children aged 4 to 11 years) with complex 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 SNRB for some children who fall outside this strict criteria but for whom the appropriate educational professionals consider its resources and facilities appropriate. In order to increase the effectiveness of the SNRB admittance has been widened to consider children with more severe learning difficulties and/or an Autistic Spectrum Disorder with learning difficulties.

From its outset, the SNRB has never been intended as a long term placement for children, however, the aim of the SNRB was to work with children who present with the difficulties outlined above and then successfully return them to their mainstream school by helping them develop the academic, social and emotional skills to allow independent learning and positive social and emotional functions. To date no children placed by the Local Authority in the SNRB have been returned to their substantive placement.

PUPIL PLACES

The pupil numbers for the SNRB detailed below have been provided by the school and are also included in the school's number. The SNRB was full at 24 pupils in May 2007 and this continued until July 2011. The situation has been in decline since that time as the figures provided by the school evidence.

Year	Autumn Term Pupil Numbers	Spring Term Pupil Numbers	Summer Term Pupil Numbers
2012-13	12	12	12
2013-14	16	16	16
2014-15	16	9	7

Admission numbers at Deri View Primary School are as follows:

Year	Total Capacity	Number of Pupils on Roll	Number of Pupils in SNRB
2012-13	420	278	12
2013-14	420	260	16
2014-15	420	256	7

The pupil projection below are based on the numbers on roll as at January 2015 pupil level annual school census (plasc) data and the pupils born within the schools catchment area. They also take into account current parental preference trends and pupils generated from proposed housing developments within the schools catchment area. These forecasted figures do not reflect parental preference, and parental choice for Welsh medium or faith schools.

Year	Total Capacity	Projected Number of Pupils in SNRB
2015-16	252	4
2016-17	276	1
2017-18	290	1
2018-19	296	1
2019-20	304	0

INSPECTION FINDINGS January 2013

The school's current performance	Adequate
The school's prospects for improvement	Adequate

Current performance

The school's performance is adequate because:

- standards in literacy, particularly in speaking, listening and reading, are improving;
- most pupils show steady progress in developing good numerical skills;
- many pupils with additional learning needs attain the expected level at the end of the key stage;
- pupils' wellbeing, including behaviour and attendance rates, is an excellent feature of the school;
- pupils with complex, special and additional learning needs are very well supported; and

- the support pupils receive to overcome any difficulties in their personal backgrounds and circumstance is very effective.

However:

- standards in English, mathematics and science are weak overall;
- pupils' skills in thinking, independent working and information and communication technology skills (ICT) are weak; and
- pupils' Welsh language skills and knowledge about Wales are limited.

Prospects for improvement

The school's current performance	Adequate
The school's prospects for improvement	Adequate
The school's current performance	Adequate
The school's prospects for improvement	Adequate

Prospects for improvement are adequate because:

- the Head teacher has a clear strategy to improve provision and raise pupil standards;
- the school's self-evaluation report is honest, analytical and accurate;
- the school improvement plan has clear objectives derived from the self-evaluation plan and it has clear targets which the Head teacher and the senior leadership team monitor regularly;
- performance management for all staff, including teaching assistants, is clearly linked to pupil outcomes; there is a clear focus on the national priorities of literacy and numeracy and, in particular in the context of the school, to tackling social disadvantage.

However:

- the long-term budget deficit has yet to be resolved.

The school was removed from Estyn monitoring in 2015.

Resource Implications and Costs

There is no capital expenditure anticipated, the building is in a good state of repair. However, should this proposal be put into practice there will staffing implications for the school; all staff employed at the school will be subject to the protection of employment policy which includes redeployment to other schools. If staff were not redeployed there would be a one off redundancy cost. The approximate total redundancy cost could be £55,000 if we were unable to redeploy staff.

TRANSPORT AND ENVIRONMENTAL IMPACT

2 pupils will be transported to out of county specialist schools 1 term earlier than they would have been due to transfer.

EXPECTED BENEFITS AND DISADVANTAGES

Expected benefits of the closing the SNRB are:

- More pupils will continue to have their educational needs met within their local mainstream primary school.
- Maximising Monmouthshire's Local Authority resources to ensure effectiveness of provision.
- Allowing Deri View Primary School to focus their resources on the development of Early Years intervention and to use to their best effect the specialist resources within school to support this.

Possible disadvantages are:

- Two key stage 2 pupils would be transferred to specialist placement one term (March to August 2015) earlier than anticipated.
- The discrete facility sited in the school for children with social, emotional and behavioural difficulties (SEBD) will no longer be available.

CONCLUSION

The provision has not been able to 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. This has not materialised and has supported a small number of children from within the host school only. Its strategic impact has been minimal and it has neither provided 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. No other schools would be adversely affected by the proposal.

TIMETABLE FOR STATUTORY CONSULTATION

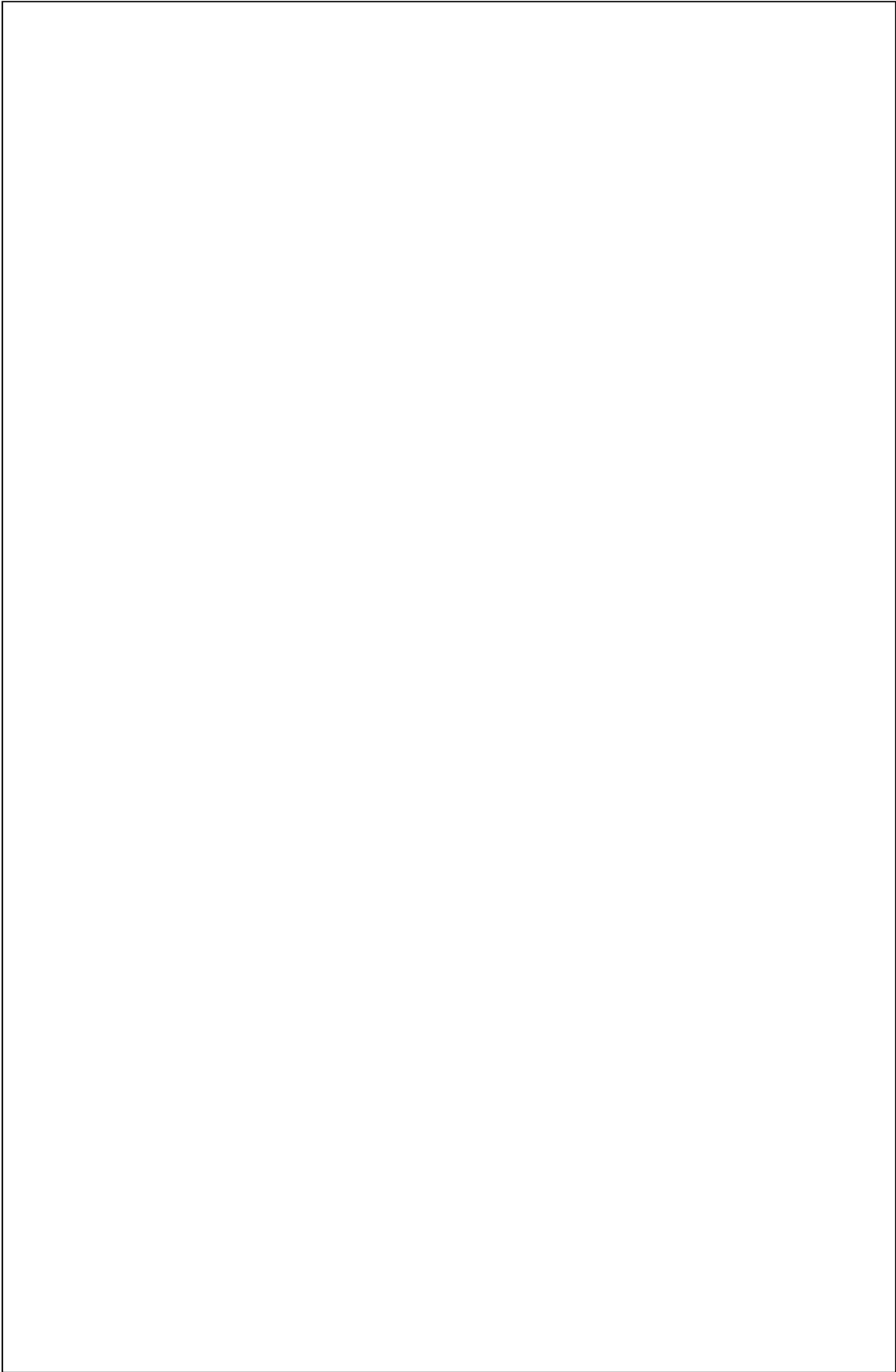
DMT	4 September 2015
Cabinet Report and EQIA to be written (as per template)	20 September 2015
Final cabinet report with comments, recommendations and EQIA to be sent to Sarah King for SLT	25 September 2015
Final Cabinet Report updated to Sarah King	2 October 2015
Cabinet Meeting	7 October 2015
Call in period ends	5pm 16 October 2015
Statutory Consultation Period commences (6 week period, at least 20 days have to be school days)	19 October 2015
Open Evening to be held at Deri View Primary School and on 19 October 2015: Staff 3.30pm, Governing Body 5.30 pm, Parents and Other Interested Parties 6.30 – 8pm	19 October 2015
Statutory Consultation Period ends	27 November 2015
Report to be written including details of the consultation and outlining specific comments and the answers provided	
Report to DMT x 2	2 and 22 December 2015
Report to SLT	
Report to agree to publish statutory notice to be sent to Sarah King	
CYP Select	14 January 2016
Final cabinet report with comments, recommendations and EQIA to be sent to Sarah King	
Cabinet Meeting to consider comments and whether a Statutory Notice will be published.	3 February 2016
Statutory Notice to be drafted	17 February 2016
Statutory Notice published (must publish notice within 26 weeks of consultation end and on a school day)	
28 day objection period ends (must include at least 15 school days)	16 March 2016
Objection report to be written if objections received.	
Objection report and supporting documentation to be submitted to Sarah King for a final decision by Cabinet	6 April 2016
Cabinet Decision	20 April 2016

RESPONSE PRO FORMA

The proposal being consulted on is to close the Special Needs Resource Base at Deri View Primary School, Abergavenny.

We would welcome your views on this proposal and any suggestions or alternatives you would like us to consider.

Please complete and return this form to Additional Learning Needs, Monmouthshire County Council, @Innovation House, Wales 1 Business Park, Newport Road, Magor NP26 3DG, or by email to stephaniehawkins@monmouthshire.gov.uk



APPENDIX 1

DISTRIBUTION LIST FOR STATUTORY CONSULTATION

- Neighbouring Local Authorities
- Headteacher, teachers and parents of children attending Deri View Primary School
- Governing body of schools in the Abergavenny Cluster
- Staff and parents of children attending the SEN Unit at Deri View Primary
- Church in Wales Diocesan and Roman Catholic Diocesan
- Welsh Ministers
- Local AM – Nick Ramsay
- Local MP – David Davies
- Estyn
- Education Achievement Service (EAS)
- Regional Transport Consortium
- Professional Associations and Trade Unions
- Police and Crime Commissioner
- Abergavenny Town Council, Llantillo Pertholey Community Council
- Admission Forum
- Local Community First Partnership
- SNAP Cymru Parent Partnership Service
- Child Development Team, Aneurin Bevan Health Board.

APPENDIX 2

EQUALITY IMPACT ASSESSMENT

The “Equality Initial Challenge”

Name: Stephanie Hawkins Service area: Additional Learning Needs Section, CYP Date completed: August, 2015		Please give a brief description of what you are aiming to do. To close the special needs resources base at Deri View Primary School	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age	2 pupils will be directed by statement of special educational needs to a specialist school earlier than anticipated		
Disability			Where reasonable adjustments can be made all children with a disability will be fully integrated into purpose built, DDA compliant mainstream school.
Marriage + Civil Partnership		X	
Pregnancy and maternity		X	
Race		X	
Religion or Belief		X	
Sex (was Gender)		X	
Sexual Orientation		X	
Transgender		X	
Welsh Language		X	

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

Signed:

Designation:

Dated:

EQUALITY IMPACT ASSESSMENT FORM

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

1. What are you proposing to do?

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

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

3. Please give details of the negative impact

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

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

Signed:

Designation:

Dated:

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge”		Please give a brief description of the aims proposed policy or service reconfiguration	
Name of the Division or service area		Date “Challenge” form completed	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food			
Improve housing quality and provision			
Reduce ill health and improve healthcare provision			
Promote independence			
Encourage community participation/action and voluntary work			
Targets socially excluded			
Help reduce crime and fear of crime			
Improve access to education and training			
Have a positive impact on people and places in other countries			
PLANET			
Reduce, reuse and recycle waste and water			

Reduce carbon dioxide emissions			
Prevent or reduce pollution of the air, land and water			
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)			
Protect or enhance visual appearance of environment			
PROFIT			
Protect local shops and services			
Link local production with local consumption			
Improve environmental awareness of local businesses			
Increase employment for local people			
Preserve and enhance local identity and culture			
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc			
Increase and improve access to leisure, recreation or cultural facilities			

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

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

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

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Signed:

Dated:



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Stephanie Hawkins</p> <p>Phone no: 01633 644486 E-mail:</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> <p>The proposal is as described below: 2016-2017</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.
<p>Name of Service</p> <p>Additional Learning Needs - CYP</p>	<p>Date Future Generations Evaluation form completed</p> <p>14 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,</p>	<p>The proposal will offer an inclusive education as close to home and the local community as</p>	<p>No negative actions</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?
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.
A more equal Wales People can fulfil their potential no	Positive: As more of our children will be educated in mainstream schools in Wales our children 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?
matter what their background or circumstances	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.	

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>This proposal will enhance the inclusion agenda and ensure it meets Monmouthshire and Welsh Government long term strategic aims for full inclusion.</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.</p>
 <p>Collaboration</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.</p>
 <p>Involvement</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 statutory consultation. (See timetable for statutory consultation)</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.

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. 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

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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
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.

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
--	--

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
Date	14.09.15

How much savings will it generate and over what period?

The contribution level target over the 12 month period is £500k

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	250k across the county		250k				250k
Operations	c£10m on discretionary local services	250k across county		250k				250k

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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

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		
Public or other stakeholders		
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	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
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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..

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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	500,000							

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](#).

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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		
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	Strategic and operational	As above	High	High	High	Ascertain any outstanding repairs & maintenance and undertake prior to transfer – not improvements	Med

local services will accordingly be reduced, cut or closed							
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.

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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

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



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<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 Maintain and enhance biodiversity and</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?
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?
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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>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		

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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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

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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?

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
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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

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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		
Public or other stakeholders	Sept '15	Letter to NCC detailing the Interim agreement and laying T of R for a Joint arrangement assessment.
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
Staff/ unions		Oct '15

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

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](#).

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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		
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 stress upon those remaining	operational	Reducing budgets does not reduce 'demand' within highways and staff will have to manage more complaints and enquiries from members and staff	high	medium	medium	Better processes to manage enquiries and responses to enquiries. Clear messages to members of priorities in new financial climate.	medium

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?

Business Change Mandate (Including Budget Mandates) Proposal Number: B23
Title: Increase in the income generated through discretionary fees and charges by 10%

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>Joy Robson</i>
Date	<i>22/9/15</i>

How much savings will it generate and over what period?
£498,000 in 2016/17
Directorate & Service Area responsible
Various Directorates – schedule provided
Mandate lead(s)
If agreed, each service area affected will need to take the lead on reaching the target provided

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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 issue is the need to manage with less resources without cutting services

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

During public consultation meetings in previous budget consultations, members of the public expressed a preference for charges to increase rather than cutting services due to the reduction in resources available to the Council.

How will this proposal address this issue

This proposal looks at all discretionary fees and charges and calculates a target 10% increase in those sources of income, either by increasing charges and/or increasing customers to meet the targets

What will it look like when you have implemented the proposal

Income targets will be met and the need cut to frontline services will have been reduced

Expected positive impacts

Income targets met and frontline services maintained

Expected negative impacts

If prices are increased this could impact on the number of people using the services.

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 services (see Schedule)	£9.849 million	£498,000	Need to consider extending direct debit as means of collecting income wherever possible	£489k				£498,000

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
Income generation strategy outlines many further options to be considered.	There are potentially significant lead in times for generating completely new sources of income, so the options in the Income Generation Strategy will be considered for future years of the MTFP	

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
SLT/managers	All	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		
Public or other stakeholders		
Cabinet (sign off to proceed)		

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

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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
Each service area will need to consider whether to increase prices and/or undertake a marketing campaign to increase customers to meet the targets	Relevant manager for each fee charging service	

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)
Marketing capacity	Central communications team	

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
Customers	Increase in number of fee paying customers								
Total income target	Budget set with 10% increase								

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 that customers reduce if prices increase	operational	Customer behaviour				Need to consider sensitivity of demand to price changes, and consider if more customers can be encouraged to use the service to meet the income target	

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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
There is no impediment to increasing charges	These are discretionary fees, any areas where there are limitations or other activity has already been proposed, these areas have been taken out of the targets	

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?

Discretionary Fees and Charges

Fee	2015/16	MTFP	Additional	Notes
	budget	2.50%	7.50%	
	£k	£k	£k	
Markets	441	11.0	33.1	
Cemeteries	126	3.2	9.5	
Countryside - Tintern & Caldicot	103	2.6	7.7	
TIC sales	29	0.7	-	Budget mandate
Libraries	52	1.3	3.9	
Parks (sports clubs)	28	0.7	2.1	
Leisure services	2,481	62.0	186.1	
Shirehall	122	3.1	9.2	
Allotments	1	0.0	0.1	
Careline	173	4.3	13.0	
DFG admin fee	85	2.1	6.4	
Outdoor education	686	17.2	51.5	
Green Garden waste	250	6.3	-	Budget mandate
Trade recycling	40	1.0	3.0	
Waste Transfer notice	10	0.3	0.8	
Highways advertising	50	1.3	3.8	
Home to school transport	831	20.8	-	Policy changes not proposed
Public bus income and concessions	52	1.3	3.9	
Network management	98	2.5	7.4	
Traffic development	77	1.9	5.8	
Car park income	1,357	33.9	-	Car park review being implemented
School meals	809	20.2	60.7	
Accommodation				

	14	0.4	1.1	
Legal advice for external clients	31	0.8	-	Budget mandate
Public Health	9	0.2	0.7	
Trading Standards	6	0.2	0.5	
Building control	370	9.3	27.8	Can only cover costs
Development control	96	2.4	-	Budget mandate
Community meals	280	7.0	-	Reviewed several times already
Land Charges	138	3.5	10.4	Can only cover costs
Recoupment Fees Mounon House	1,004	25.1	50.0	
Total discretionary	9,849	246	498	



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation:</p> <p>Joy Robson</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 B23 – Discretionary Fees and Charges Review</p> <p>The proposal is to increase the income targets from discretionary fees and charges by 10%</p>
<p>Name of Service:</p> <p>Various services as per schedule</p>	<p>Date Future Generations Evaluation form completed:</p> <p>22/09/2015</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>Better use of ability to charge for services to reduce the need to cut front line services</p>	<p>Consideration may need to be given to reviewing concession levels</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	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?

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 increasing income rather than reducing front line services</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>		<p>During the relevant stage we will continue to work with our services to support them manage their resources more effectively and encourage them to look for opportunities to income generate.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>We will involve all of those services 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</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	At this stage we are unable to determine what the impact will be across the services. This document will be updated with this information when it is available	The proposed increase in fees and charges 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	As above		
Gender Reassignment	As above		
Marriage or civil Partnership	As above		
Race	Above		
Religion or Belief	Above		
Sex	Above		
Sexual Orientation	Above		
Welsh Language	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	n/a		
Corporate Parenting	n/a		

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?

Successful collaboration will prompt greater inter authority working across the region offering benefits to service provision to users.

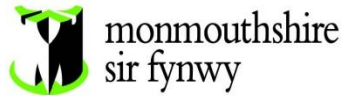
7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

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

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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
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SUBJECT:	Draft Income Generation Strategy
MEETING:	Cabinet
DATE:	7th October 2015
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To consider the draft income generation strategy as part of the work on closing the gap in the MTFP

2. RECOMMENDATIONS:

- 2.1 That Members approve the draft Income Generation Strategy attached to this report

3. KEY ISSUES:

- 3.1 The Income Generation strategy (Appendix 1) provides an overview of opportunities to secure new and additional resources and to sustain current income flows, over and above the level of financial allocation or 'settlement' received by the Council.
- 3.2 As public funding becomes increasingly constrained and under more intense scrutiny, greater emphasis has to be placed upon self-generated income and developing and packaging products and services that will resonate with paying customers. We have opportunities to make more use of what we have – property, skills, ideas, assets, staff, knowledge and ways of working – and to think carefully about the kinds of new markets and opportunities we may be uniquely placed to enter, for social-commercial advantage.
- 3.3 This strategy aims to set out an ambitious and wide-ranging approach that will package-up services and products in a coherent and commercial way which ensures market appeal whilst addressing the needs and priorities of our county. Income generation requires entrepreneurial activity. In certain contexts this may require a shift in position, from partner or recipient of grant, to a supplier or contractor. It must enable us to more accurately reflect the assets we have in our organisation whether these are physical or involve Intellectual Property. As a local authority we have a number of skills and capabilities that are directly transferrable to business and through offering a more varied and flexible range of ways through which to offer our products and services – it widens the volume of potential relationships and commercial offerings and partners.

4. REASONS:

4.1 There is a need to explore in a comprehensive way the opportunities to generate income in order to reduce the impact of reducing resources on local services

5. RESOURCE IMPLICATIONS:

5.1 Opportunities to generate income will form individual mandates in the MTFP budget process and fees and charges annual review.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

6.1 The significant impacts will be identified in the assessment of individual proposals as they are developed.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS:

Nil

8. CONSULTEES:

Cabinet
Senior Leadership Team

9. BACKGROUND PAPERS:

Nil

10. AUTHOR:

Kellie Beirne – Corporate Director
Joy Robson – Head of Finance

11. CONTACT DETAILS:

Tel: 01633 644270
E-mail: joyrobson@monmouthshire.gov.uk

Monmouthshire Draft Income Optimisation Strategy

Foreword

In view of the scale and nature of the continuing financial challenge, it is unsurprising that we turn our attention to the income side of balance sheets in order to keep essential services going.

At a time of accelerating financial cuts, demand for services shows no sign of slowing down. Becoming ever-more efficient in this environment is clearly crucial. However efficiency or doing the same things better, can only take us some of the way. Effectiveness and doing better things, requires a different but complementary approach. Endowed with land, assets, buildings, social capital, opportunities and an array of willing partners, as well as a track-record in new revenue generation across many service areas, we turn our attention to building a more comprehensively commercial approach to our activities. Our People Strategy talks to promoting an enterprise culture, in which colleagues feel empowered to take calculated risks, test and pilot new ways of working, challenge the status quo and are supported to 'have a go'. We know that dependency on public subsidy cannot be sustained and that our own resourcefulness is really the only tool upon which we can rely. If we are to achieve our ambition of building sustainable and resilient communities – we too must practice what it means to be self-sustaining and truly resilient.

Income generation activity however cannot be a means to an end. It has to align clearly with the Council's four core priorities around supporting educational achievement, protecting the vulnerable, galvanising enterprise and keeping local services accessible and sustainable. Whilst not every income generation activity will attach explicitly to these four key aims, surpluses will need to be reinvested in line with these core priorities. In this way, we are enterprising on purpose for purpose. We must add value through income generation activities because we are focused on the top as much as the bottom line.

There are of course, barriers to income generation and it is important we continue to build confidence in the areas in which we have experience and a legitimate presence. Whilst alignment with economic development and growth is key – this strategy has to go much wider than that and drive social, place-based and environmental outcomes too. This means seeing income generation as an opportunity to regenerate parts of the county, reinvigorate and re-purpose tired buildings and assets; tackle development sites and address the potential the private sector has been slow to recognise and respond to.

This strategy sets out a framework for direction that brings together enterprise and resources in ways which enable us to make a significant contribution to core purpose. We have a future heavily invested in its success.

Cllr P Murphy, Cabinet Member for Resources

1. Introduction

- 1.1 This strategy provides an overview of opportunities to secure new and additional resources and to sustain current income flows, over and above the level of financial allocation or 'settlement' received by the Council.
- 1.2 As public funding becomes increasingly constrained and under more intense scrutiny, greater emphasis has to be placed upon self-generated income and developing and packaging products and services that will resonate with paying customers. We have opportunities to make more use of what we have – property, skills, ideas, assets, staff, knowledge and ways of working – and to think carefully about the kinds of new markets and opportunities we may be uniquely placed to enter, for social-commercial advantage.
- 1.3 This strategy aims to set out an ambitious and wide-ranging approach that will package-up services and products in a coherent and commercial way which ensures market appeal whilst addressing the needs and priorities of our county. Income generation requires entrepreneurial activity. In certain contexts this may require a shift in position, from partner or recipient of grant, to a supplier or contractor. It must enable us to more accurately reflect the assets we have in our organisation whether these are physical or involve Intellectual Property. As a local authority we have a number of skills and capabilities that are directly transferrable to business and through offering a more varied and flexible range of ways through which to offer our products and services – it widens the volume of potential relationships and commercial offerings and partners.

2. Context

- 2.1 In terms of our context, Monmouthshire has historically received the lowest funding settlement (per head of population) in Wales and this pattern shows no signs of changing. In addition, as the most economically competitive Unitary LA area in Wales (UKCI 2014), we do not qualify for EU structural funds, state aid and other regeneration grants. Whilst on face value, this dearth of financial capital is hardly advantageous; it ensures we focus on utilising and optimising the social capital, ideas, assets and skills that exists within our communities as a means of unlocking new resource solutions.
- 2.2 This way of working provides an opportunity to think about the investment-improvement equation in a different way. Funding programmes and grants, whilst clearly beneficial, have a shelf life and can perpetuate dependencies if not gradually phased to more self-sustaining formats. We favour hand-ups and not hand-outs and as a result, our approach has to be predicated on investing in building our own capacity and resilience. This means developing

a greater understanding of the importance of alignment, co-ordination and leverage potential.

- 2.3 The Local Government Association (LGA) has conducted recent research (2014) into income generation activities with the sector. The evidence base shows that activity generally falls into three areas: through council assets; by trading services with other councils or winning new business to deliver to other parts of the public sector and through selling commodities, such as recyclables. Allied to our People Strategy, our Income Generation Strategy must contribute to creating the conditions for entrepreneurial leadership in the public space.
- 2.4 Looking to the raft of good practice that exists, in 2014/15 Eastleigh BC has invested more than £100m to create a long-term income stream through acquisition of the Ageas Bowl, at £40m includes the home of Hampshire County Cricket Club, as well as a golf course and hotel that are currently being built. This will return an annual net income of around £2m – and create 500 local jobs. In Basingstoke and Deane, 30% of the total income comes from grant and tax, and 70% from other sources – the reverse of the normal proportions. The LGA case study shows £15m comes from their commercial property portfolio, the fifth largest in the country and £3.5m from investment income. The Council has also purchased the freehold of the Festival Place mall which yields a 5-6% annual return, compared with 1-2% reserves earned in the bank. Commercially trading services is also another approach with Guildford BC's strategy predicated on growing trade waste provision. Other Councils are also reporting income from commodities such as recyclables – rather than paying for them to be taken away. In 2013, Harrow LBC became one of the first local authorities to sell recyclables to a waste management firm in an on-line auction – generating £900,000 in income.
- 2.5 Some of our work to date has yielded some fairly significant prospects and results:
- Service-led activity: Leisure: memberships, MonAcademy, special events and MonTraining. Grounds Maintenance: external contracts and trading. Property Services: internal trading and public-public contract provision. Estates: capital receipts, rental revenue generation and energy efficiency/ renewables. Highways maintenance: SWTRA. Environmental Health: food safety licensing and Primary Authority provision. Community Meals: private offer. Building Control: DC and BC collaboration for planning and design packages. Development Management and Outdoor Education: regional collaboration.
 - Product-led activity: Careline, Talent Lab, Major Events & software solutions...
 - Spin-out related activity: Y-Prentis

- Market-interventionist activity: match funding raised for the Rural Development Plan

2.6 The areas above reflect approaches that explicitly aim to identify opportunities to expand market share and attract new customers. Leisure as one example, has invested in applying professional sales and marketing techniques – something which through the Invest to Redesign process, has been prioritised for wider roll-out. The approach overall however is fragmented and therefore our approach must be more than about simply identifying areas for new income generation and aligning approaches more effectively. It must equally become about transferring knowledge and expertise and providing the skills, expertise and tools to help support income generation proposals across the piece.

3. Vision and strategic aims

3.1 *To harness and optimise income generation activity in ways which make meaningful and measurable contributions to our purpose ('sustainable and resilient communities').*

3.2 The overarching aim of the Income Generation Strategy is to encourage activities and approaches aimed at achieving increased revenue income, in real cash terms, to the Council by the end of the Medium Term Financial Plan. Realistic targets will be established as part of the work on the MTFP and reviewed annually. Currently the income generating ideas being considered to meet the 2016/17 budget gap total circa £340k, this is separate to considering any increases on current fees and charges. This will make a contribution to the bottom line in real terms, but also to the top line in terms of simultaneously contributing to the Council's four core priorities of excellent education, protecting the vulnerable, promoting enterprise and keeping local services going.

3.3 The activity will involve:

- Optimising ideas, specialist skills and developing 'Intellectual Property' (IP)
- Optimising income generation opportunities from physical assets, land, property, IT
- Developing trading services – within and across the public sector
- Identifying new areas for development/market entry
- Developing commercial spin-out models and public-private joint ventures
- Sale of commodities
- Re-setting fees and charges
- Income generation in schools

3.4 This will have the impact of:

- Aligning activity with competitive advantage
- Maximizing and maintaining existing income sources
- Reducing reliance of public funding for key discretionary services
- Minimizing service cuts and/or reductions
- Managing behaviour and demand for services through charging
- Financing provision of premium services
- Increased transparency and governance of income generation
- Charging aligned with Council priorities
- Identifying new income and trading opportunities
- Maximising recovery of expenditure

3.5 This strategy will need to be aligned with the MTFP and positioned alongside the People and Organisational Development Strategy. All the options to achieve the strategy will need to be assessed for their impact on performance – Improvement Plan and the impact upon the public and communities of Monmouthshire through Monmouthshire Engages process.

4. Essential Infrastructure

4.1 Linked to other core strategies and plans, such as the Medium-term Financial Plan, the Improvement Plan, People Strategy, Whole Place and Business Growth and Enterprise Strategies, there are principles which must be adhered to:

- **Selecting right products and services.** These need to be well-defined and fit for purpose with clear outcomes stated. The best way to define competitive advantage will be to conduct a competency-based audit of the organisation. What are we good at? What makes us unique? Are these things saleable and scaleable?
- **Promoting an enterprise mindset.** Our People Strategy aims to connect people to purpose to improve outcomes. Translating ideas and creativity into delivery and a business context is key. Aligning the learning and development offer will be critical to ensure we're developing the requisite skill-sets and that leadership development focuses on promotion of enterprising mindsets.
- **Strategic buy-in.** Strategic support from the whole organisation and not just the parts with an obvious commercial offer is essential. A commercial focus on this scale represents a strategic shift that means active support and engagement.
- **Investment and Resources.** Income generation and especially, generating profit from new activity is not a 'quick win' solution as it takes time to build market demand and share. Careful resource planning is needed to identify investment needs on an Invest to Generate basis.

- **Data and evidence.** Understand subsidy of services across the council – what are our ‘Top 10’ subsidised services and how do we justify the subsidy they receive and to what extent is this linked to and supported by policy objectives.
- **Business cases.** Good practice for commercial ventures requires robust business cases that set out products and services, evidence, investment requirements, financial plans and plans for marketing and business development. A compelling business case for generating any new source of income will enable objectives to be clearly established and measured and set out the rationale for new charges or trading income
- **Marketing, Sales and Advertising.** Building demand for services is a pre-requisite to supplying them. Marketing is probably the most fundamental activity needed to successfully launch or create visibility for a product or service. Marketing is key to create the short and long-term conditions for success.
- **Developing investor networks.** This sits alongside marketing and promotions. Building relationships with contacts and key stakeholders is critical in terms of achieving support, identifying the skills mix needed to support activity and creating brand appeal.
- **Rationale for charging** – charging should be used to increase efficiency in allocating scarce resources to sustainable services, whilst also promoting fairness and influencing behaviour. Charging is possible where:
 - 1. There is a legal power (or lack of legal barrier)
 - 2. A charging scheme is cost effective to operate
 - 3. It is feasible to exclude non payers from using services

(Guidance on the practical issues to consider when charging is available for managers)
- **Fairness and equity.** Monmouthshire is a rural county and access to service deprivation is a feature. We need to ensure that considering the impact of rural community delivery is reflected in costs and charging to ensure equity is factored into implementation.
- **Measuring value generation** – social and economic. Financial value will be straightforward to calculate albeit this will mean a stronger P&L focus. Social returns on investment will be critical to measure and gauge too, particularly in demonstrating value added and showing alignment with Council’s four priorities.
- **Income Management** – cost effective and efficient income collection channels need to be put in place, involving payment in advance or at point of sale, wherever possible using electronic methods such as direct debit (refer to guidance for managers on charging for services)

- **Evaluation.** Commercial endeavors and ventures need to be robustly evaluated. This is vital in terms of demonstrating ROI but also in informing iterations, improvements, refinements and redevelopments.

5. Activity Proposals

5.1 Building upon the infrastructure and some of the precursor requirements set out in the section above, our Income Generation Strategy will focus upon exploring activity and opportunity in the broad areas set out below. The aspirations and ambitions around this potential activity however, must be read in conjunction with the People and Organisational Strategy. Income generation and asset and ideas optimisation will not be achieved through programmes, projects and initiatives – they will be achieved through our people. There are no real barriers to income generation and legal authority exists to support Councils in this regard (unless strict prohibitions restrict charging) and LG Act 2000 provides general powers to provide services or develop activity to invest in wellbeing and LG Act 2003 the power to trade. The freedoms and flexibilities exist and we want to help our people be risk-aware and not risk-averse.

5.2 The activity set out in Appendix 1 is comprehensive – and yet it doesn't aim to prescribe a path or mean we have to try or do it all. It is simply about provoking thought and ensuring we have a robust and systematic approach to considering all options and opportunities open to us for income generation. Local government can be a space where business and social mission converge with success measured in terms of social impact. The activity outlined below is therefore not about prescribing everything we will try and have a go at. It is about a considered approach to options assessment that will help us understand what will best work to serve our purpose. In other words, the means by which we have to achieve additional income – has to be in keeping with the ends. Understanding context and demands trends will also be important in determining entry to new markets and access to new opportunities. Allied to this will be an appreciation of the mechanisms, models and incentives capable of optimising delivery.

- Optimising ideas, specialist skills and developing 'Intellectual Property' (IP) – this is about creating the conditions for income generation ideas and options to be identified and robustly considered
- Optimising income generation opportunities from physical assets, land, property, IT – this is about maximising the opportunities for making the most of what we have got
- Developing trading services within and across the public sector – consideration to be given to trading services we are good at to achieve a surplus
- Identifying new areas for development/market entry – assessing the return on investing in new areas to achieve a surplus

- Developing commercial spin-out models and public-private joint ventures – consideration of different models for trading to establish the most effective means for this activity
- Sale of commodities
- Re-setting fees and charges – consider the potential for increasing existing discretionary charges by more than the 2.5% assumed each year
- Income generation in schools – as for 2 above but specifically related to our school estate

The long list of potential ideas under these headings is contained in Appendix 1

6. Evaluating Impact

- 6.1 Much of the monitoring of impact will be undertaken through the Medium Term Financial Plan process and assessment tools and metrics for gauging effective budget delivery. This means a close ‘business partnership’ between Finance and service departments in order to share the responsibility and accountability for successful and sustainable income generation activity.
- 6.2 More than this, evaluation has to clearly focus upon how income generation activities impact customers and residents and impact analysis should identify how the level of service income improves service quality or activity, directly and indirectly. This is beyond simply measuring the additional income obtained, the increase or decrease in customer-base and monitoring a suitable measure of quality for the service or function.
- 6.3 Evaluation of our progress with income generation – the successes and failures – has to be a long-term endeavour in order to identify what’s proven; potential and possible. This means adopting a business-like discipline to becoming more adept at income generation and investing in the processes, skills and mindset needed to support and promote it. We have to invest in developing new ways of working, new mechanisms, incentives and potentially, rewards and this will require better structures, skills and methods. In addition it may mean faster learning – and that means paying greater attention to what’s proven; promising and possible.
- 6.4 For our Council to become more adept at income generating activity and new ways of working, we need to treat it with the same seriousness with which we deal with handling risk, financial controls and regulatory enforcement. This means better structures, skills, methods and incentives so that it becomes natural for us to grow our collective awareness of potential.

7. Risks and mitigation

- 7.1 The background to this strategy is that along with the wider UK public sector, we face acute pressures to adapt: from fiscal pressures to changing public expectations and challenges such as ageing, climate change and the need to

demonstrate 'continuous improvement'. Risk however is often seen as the reason why working differently, 'innovating' and generating income are so hard in the public sector. We know from our People Strategy work that people don't so much fear failure, but fear the reaction if things go wrong – being blamed and vilified. Experiments that don't work can be denounced as a waste of scarce public money. It's easy thus, to take the easier route and cut services and salami-slice them to nothing because even though it means services will likely be extinguished – it's safer than taking the risk of what the alternative might mean.

- 7.2 This approach cannot be supported by a Council with an ambition to promote an enterprise culture. A better approach is to see risk as something to be managed and this is why income generation and new revenue raising is better organised on a small-scale and fast, so that the costs of things going wrong can be managed and mitigated against ahead of full-scale implementation. Risk can then be adjusted according to various factors and where choice is involved it may be legitimate to take bigger chances. Establishing skills in developing clear and thorough business cases will go a long way to identify and mitigate risk and provide clear options for decision makers. Clearly with income generation, different approaches will need to be taken dependent on how serious the threats might be if something goes wrong and investment as well as potential income, is lost. There are many ways through which risk can be intelligently managed and mitigated. In areas where we are potentially entering new markets, it might be beneficial to establish joint ventures where parties collaborate and share the risks and rewards associated with the venture. Additionally, we also need to weigh up the risks of inaction. Where these are high we may need to be prepared to take greater risks.
- 7.3 In working through this process of managing risk as an inherent feature of any income generation work, the process of robust options appraisal, rapid iteration, business case development and piloting risk-reward sharing arrangements will all be crucial.

8. Future Generations and Equality Impact

- 8.1 Working towards building sustainable and resilient communities and in particular, maintaining locally accessible services, means ensuring equality of access to all, for all of our services. Buckinghamshire County Council is committed to ensuring equality of access to all, for all of our functions. Completion of an Equality Impact Assessment (EIA) should be completed for income generation opportunities so that the equality or diversity impacts are clearly understood before decisions are made. In addition as income generation proposals would form part of the agreed business process around the Medium Term Financial Plan, supplementary safeguards are built in around the 'mandate' procedure to ensure considered views and outcomes are arrived at.

- 8.2 The wider impact on potentially affected groups must also be considered to ensure other local service changes or national policy changes are considered alongside income generation proposals in order to mitigate 'double effects'.

DRAFT

Appendix 1 – Potential income generation ideas to explore

1. Optimising ideas, specialist skills and developing ‘Intellectual Property’(IP)

- Training on IP creation and building knowledge on how IP generation can work in public space – is there a model we could introduce to incentivise?
- Developing and embedding an expert marketing and sales function that demonstrates measurable returns
- Delivering a ‘commercial skills’ package focused on developing ideas to action, rapid prototyping and iteration models, business case production, sales pitch techniques, testing delivery & measuring results
- Developing and ingraining an expert approach to identifying external and commercial potential and potential partnerships and collaborations
- Learning how to frame the challenge/ problem in ways that can be understood by community, in order that solutions and resource opportunities can be unlocked
- Implementing ‘Innovation Partnerships’ – new procurement legislation enables competitive dialogue so public bodies can work with potential providers to develop and secure ‘innovative solutions’
- Developing a process for knowledge transfer and sharing/ scaling good practice

2. Optimising and monetising buildings, assets and physical resources

- Undertaking a comprehensive audit of assets to understand potential for advertising and sponsorship income in a methodical way
- Carrying out a comprehensive assessment of all buildings and assets for application of renewable energy features, new energy saving measures (i.e. sustainable water solutions) and income generation opportunities through fixed tariffs, paybacks and other energy-related revenue generation incentives
- Acquiring a high yield commercial property portfolio in and outside the county – identifying assets and buildings in potential high-growth, high-value areas. Options to include: office accommodation, hotel and visitor accommodation, residential development sites, leisure and recreation opportunities and other defined opportunities
- Undertaking commercial property development. Retaining disposal sites and investing to provide serviced plots for sale; barn conversions and/ or development of niche market products for which there is high demand i.e. holiday accommodation
- Hosting and enabling special and major events: using our own resources and assets to create destination attractions for Council-led

and facilitated events such as concerts, festivals, special events and occasions

- Diversifying use of assets for revenue generation – community, solar farms
- Promoting economic development through equity share schemes and risk-reward partnerships
- Exploring equity release on capital assets
- Facilitating community ownership through strategic deployment of Community Infrastructure Levy

3. Trading-out services

- Assessing potential to charge for differentiated or premium services – conservation, specialist planning advice, business support/ inward investment, expert biodiversity and ecology assistance and so on
- Promoting a business to business trading or a 'barter and exchange' system to share knowledge and resources in exchange for something we need from a partner
- Developing a consultancy offer in areas of specialism and market legitimacy –training/ Talent Lab, agile working, programme management, public protection
- Marketing specialist knowledge offer overseas – through diaspora and commonwealth networks which place a high value on specialist knowledge and experience
- Offering unique environments and spaces up to LAs across the UK for respite care
- Developing a trading policy to ensure we codify our approach and promote a shared 'house style'
- Exploring the advantages of 'trading in' – i.e. an in-house internal consultancy approach

4. New areas for development/ market entry:

- Understanding opportunity to design into demand – tourism accommodation/ optimising cultural and recreation assets
- Exploring new and novel opportunities the market has not yet responded to in the county: professional photography service, air-drones, hydrotherapy, cemetery provision, alpine rollercoasters, spa and solarium provision
- Understanding future 'brokerage' role of SRS in supplying cloud services
- Exploring energy services provision
- Using our expertise in different contexts – e.g. bidding for commercial contracts
- Investigating social impact bonds and payments by results

- In-sourcing provision of vending and coffee machines in public buildings – Council HQs, TICs, Hubs and leisure and recreation centres
- Investigating potential for growth and development on Usk site – horticultural nursery, aquaponics and childcare provision
- Developing a commercial offer around outdoor pursuits, supported cycling tours, walking festivals, food trails and expert commentary tours

5. Developing commercial spin-out models and public-private joint ventures

- Understanding the potential to scale the 'Special Purpose Vehicle' approach in manner of Y-Prentis
- Exploring potential to spin-out commercial and trading enterprises
- Investigating opportunities around Public-Private Partnerships and Joint Ventures for development, asset optimisation and risk-reward sharing
- Testing the feasibility of Local Asset Backed Vehicles to optimise output of energy, housing and regeneration projects
- Localising services through trust models and consideration of arms-length management organisations
- Understanding potential for time-limited ventures through Limited Liability Partnerships

6. Sale of commodities and derivatives

- Exploring and exploiting the innate gifts and offer the county has to make in relation to potential around:
 - a. Water and rivers – sport, recreation, tourism and health/wellbeing
 - b. Natural gas extraction
 - c. National park development on par with North American model
 - d. Sale of recyclates, recyclables and energy for waste
 - e. National burial sites
 - f. Monmouthshire seeds/ Monmouthshire honey
 - g. Algae
 - h. Cultural artefacts
 - i. Wind
 - j. Dairy

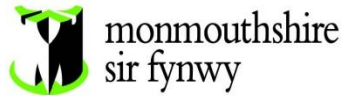
7. Re-setting fees and charges

- Assess current fees and charges and the opportunities to increase discretionary charges by more than 2.5% assumed each year
- Discretionary charges are currently circa £8 million, so for illustration a 10% increase in charges could generate circa £600k additional income

to meet the MTFP gap assuming the increase would not result in a reduction in users/customers.

8. Income generation in schools

- Understanding potential for 'business manager' roles
- Assisting development of schools' lottery schemes
- Exploring gift aid and sponsorship
- Maximising energy efficiency
- Optimising use of assets, spare classroom capacity, sports facilities etc.
- Building staff enterprise skills and community relations
- Trading out specific areas of expertise – digital enterprise
- Exploring non term-time use and rentals
- Providing flexible space for professional development
- Up-skilling to staff to deliver other work that may otherwise be bought in
- Renting car park space
- Seeking sponsorship of watercoolers
- Providing and delivering community meals
- Buying in bulk selling at a profit



SUBJECT:	REPORT ON THE REVIEW OF MARDY PARK RESOURCE CENTRE
MEETING:	CABINET
DATE:	7.10.15
DIVISION/WARDS AFFECTED:	Mardy & other Bryn-y-cwm wards

1. Purpose:

- 1.1. To seek approval for the strategic direction and re-modelling of site and services at Mardy Park Resource Centre [MPRC] as set out in the review report in Appendix 1.
- 1.2. To seek approval for the recommendations set out below.

2. Recommendations:

- 2.1. Cabinet approve the development of the new service models namely: -
 - 2.1.1. The development of a new day therapy / rehabilitation unit,
 - 2.1.2. The introduction of new approaches to short-term support / respite,
 - 2.1.3. The consolidation of day services to run six days per week,
 - 2.1.4. The consolidation of residential services (in the context of the developments: 2.1.1 & 2.1.2) to be supported on one wing at MPRC.
 - 2.1.5. The provision of nurse led 'hot' clinics be re-sited from Neville Hall Hospital,
 - 2.1.6. The provision of Memory Assessment Services be re-sited from Maindiff Court Hospital to MPRC.
- 2.2. Cabinet approve the revised staffing structure that underpin the new models of support at MPRC (set out in Appendix 3), which in turn delivers an element of savings within mandate 34.
- 2.3. That Cabinet approve the changes to the building and infrastructure at MPRC to support the changes set out above and as detailed in the main report.
- 2.4. Cabinet note that there may be possible future redundancy costs and once the costs are finalised, a further report will be submitted for approval.

3. Key Issues:

- 3.1. As the review is detailed, a brief background to the review, themes, outcomes and timescales is given in Appendix 2.
- 3.2. All services must have proportionate resources in relation to services and outcomes. The current budget at MPRC is disproportionate to the services provided at the centre.
- 3.3. The management levels at MPRC are disproportionate to the services. They do not support an approach based on integration. The approach is not based on supportive leadership and is disconnected from the workforce.
- 3.4. The wider community is not sufficiently clear on the role and purpose of the centre. Moreover, we have not been sufficiently clear as to the role the community could

and should play in the development of a truly integrated health and well-being pathway.

- 3.5. Current infrastructure does not support the development of integration and place based services. Accommodation is limited and has an impact on the well-being of staff and their ability to undertake all necessary duties.
- 3.6. As part of the review, the need for additional car parking requirements has been detailed due to services being reallocated to Mardy Park such as the nurse led 'hot' clinics from Neville Hall Hospital. Planning permission has already been granted and will be financed largely from the Intermediate Care Fund grant, being time limited and specifically allocated for this purpose.
- 3.7. Current accommodation places limits on our ability to work with partners in the Aneurin Bevan Health Board and to develop co-located services that provide seamless, rather than disjointed, services to the people of Abergavenny.
- 3.8. Service development is limited by an absence of clear leadership, limited staffing and insufficient time to plan individualised support. Additionally, the services have too much emphasis on being centre based and opportunities to engage with the local community are not able to be taken.
- 3.9. Respite services, although well-received, are based on a one size fits all approach. Occupancy is not needs led and responds to the availability of beds rather than being focussed on clearly defined outcomes. Services are not sufficiently broad and other available options are not being utilised. A passive, rather than active, approach is adopted where opportunities to actively engage and work with people on respite are not grasped.
- 3.10. Rehabilitation services, although effective, are not sufficiently targeted or diverse. There is insufficient connection between other reablement services and the emphasis of support is predominantly on physical well-being.

4. **Reasons:**

- 4.1. We will be able to modernise and remodel services in line with helping people to live their own lives and realise the savings target in Mandate 34.
- 4.2. The costs of services will be proportionate to the outcomes and services based at the centre.
- 4.3. By adopting the recommendations set out we will be able support 'place based' working from the centre.
- 4.4. We will have the capacity and infrastructure to support more involvement from the community; both individual residents and groups.
- 4.5. We will create a more flexible environment for staff to work in diverse ways, improve their well-being and promote cross-sector working.
- 4.6. We will be able to develop Mardy Park Resource Centre in line with a countywide approach to locality hub development.
- 4.7. Services will diversify to offer more choice to individuals and support will be tailored more effectively.
- 4.8. Leadership will be practice led and hands on; supporting staff and promoting the integration of services.

4.9. Care teams will be able to work across service areas to promote consistency and a seamless approach to supporting the individual at whatever point they are in their support.

4.10. Staff teams will have more flexibility to work more creatively and focus on a person's social and emotional well-being as well as their physical well-being.

4.11. We will develop more capacity in ancillary services to cope with increasing demands of a multi-functional resource centre.

5. Resource Implications:

5.1. **Mandate 34 targets.** The following table is extracted from the full report and details the key changes to staffing. Total savings year on year are given as £211k

Current Staffing Arrangements				Proposed Staffing Arrangements		
Current roles	Budget hours	Actual hours	Costs	Revised roles	Hours	New costs
Management Team	111	111	123,321	Therapy Lead	37	50,192
Night staff team	126	126	123,479	Night staffing	63	61,739
RSO Cefn	165	165	123,510	RSO Senior Care**	101.5	95,278
RSO Deri	150	150	116,238	RSO Care**	128	98,506
Day Services	150	150	110,835	DSO Senior	30	27,711
				DSO Care	120	86,244
Tech & Therapy***	87	74	87,661	Tech & Therapy***	74	79,117
Admin	37	15	24,711	Admin	15	9,930
Bank Hours	38.5	0	26,224			
Sleep Over	n/a	n/a	15,607	n/a	n/a	15,607
Domestic & Laundry Team	105	129	60,673	Senior Domestic	24	17,217
				Domestic Team	120	75,393
Kitchen Team	93	93	65,129	Kitchen Team	93	65,129
Handyman	30	30	21,894	Handyman	30	21,894
Sub total		1,043	899,283	Sub Total	835.5	704,008
Cover / balancing*			75,976	Cover / Balance		59,841
Total			975,259	Total		763,849
				Savings		211,410

* Balancing figure – cover at 12% but not applicable to all posts so a balancing figure of 8.449% is used.

** Includes support to day assessment unit.

*** Band 7 therapist post in wrong budget – Band 5 in post so hours correct but grading incorrect. Tech time is community based. Therefore total therapist cost is c£28K

5.2. **Redundancy costs.** It is not anticipated that staffing changes will be implemented until the end of this financial year and the team have currently been asked to express an interest. We will endeavour to work with Personnel lead officers to

redeploy staff wherever possible. If, after the redeployment exercise the only option is redundancy of remaining staff, this can be costed and a further report for recommendation to use reserves to fund them.

6. **SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS** - The significant equality impacts identified in the assessment (Appendix 4) are summarised below for members' consideration:

- 6.1. Due to the fact that the workforce at Mardy Park is predominantly female, any resultant job losses as a result of the staffing restructure may disproportionately affect women.

The actual impacts from this report's recommendations will be reviewed every 1 year and criteria for monitoring and review will include:

Re-consideration annually of the criteria listed.

7. **SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

NONE

8. **CONSULTEES:**

- People receiving services currently at Mardy Park
- Elected members
- Senior Managers
- Mardy Park Resource Centre staff and Union representatives
- Members of the local community surrounding Mardy Park

9. **BACKGROUND PAPERS:**

Appendix 1 – Report on the Review of Mardy Park

Appendix 2 – Background, themes and outcomes summary of the review

Appendix 3 – Proposed revised staffing structure

Appendix 4 – Equalities Impact Assessment

10. **AUTHOR:** Colin Richings – Implementation Lead

CONTACT DETAILS:

Tel: 07786 702753

E-mail: colinrichings@monmouthshire.gov.uk



**SOCIAL CARE AND HEALTH DIRECTORATE
REPORT ON THE REVIEW OF MARDY PARK RESOURCE CENTRE
8th July 2015**



Colin Richings
MONMOUTHSHIRE COUNTY COUNCIL

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1. FOREWORD

- 1.1. The report is intended as an open document to be shared as a whole with all the stakeholders of Mardy Park Resource; be it the local community, those that work there, visit or live at the centre
- 1.2. The report has brought together a number of streams of work and reports. Thank you to all the members of the mardy park development team. Thank you to the staff at the centre and those who use the services and support for their assistance, honesty and patience.

2. INTRODUCTION

- 2.1. Mardy Park Resource Centre [MPRC] is situated on the Hereford Road approximately one mile from Abergavenny Town centre. It is one of the three integrated health and social care hubs
- 2.2. The review of Mardy Park was commissioned by the SCH senior management team to critically evaluate the current service model and more importantly to assess the role that MPRC should play moving forward. Overall, the emphasis of this review is on the future. In the context of the different agendas set out below, what does the community of Abergavenny need from the centre and its resource.
- 2.3. The centre is a great place, with so many positives. Most notably the staff teams based there have maintained high quality service levels over the last few years since the last review despite the anxiety that has inevitably been present during this time. In essence, the review looks at the centre from a foundation of strength.
- 2.4. Currently, though, its purpose is not clear and this has meant high levels of uncertainty for all those that live there, make use of its services and for those that work there. It is not a service that has stood still but there is an absence of clear strategic direction in sync with the needs of the community and mindful of the financial and legislative drivers.
- 2.5. The review at MPRC is part of the Council's 'Your County Your Way' strategy, and the commitment to review services to makes sure they are:

“... efficient, effective and sustainable. We start by asking the people who use services what matters to them and then try and redesign the service from that perspective. Staff are empowered to do what matters and encouraged to challenge processes that they believe get in the way of purpose.”
- 2.6. The review works to a definition that integration is not just about health and social care services working together; it is working with whoever the person at the centre needs us to. In the context of supporting people, integration is about partnerships and working together with families, the local community, the 3rd sector and all other stakeholders. This may require co-location or it may not. Boundaries whether they are to do with access to information, communication, availability or venue should be removed wherever possible to support this approach.

3. BACKGROUND

3.1. Mardy Park was opened in 1997 providing residential services, respite and day services. A number of reviews have seen incremental changes to the services and purpose of the centre:

3.1.1. Opening of rehabilitation unit to support early discharge and prevent admission in 2000.

3.1.2. Closure of one residential wing to support the integration agenda.

3.1.3. Review of services and reduction of respite places and decision to not offer new long term residential placements at the centre. The review report [2010] headlined:

“Mardy Park will be a community hub for health and social care services, primarily focused on older people, in north Monmouthshire for the next 10 – 15 years. There will be a range of services in place that provide outcome focused, help to people when they need to keep them living independently and which are capable of acting rapidly to prevent hospital admissions.”

4. CONTEXT OF THE REVIEW

4.1. The development of Mardy Park cannot sit in isolation. In reading this report, the context of the review is critical; both in terms of the sustainability of its recommendations and also ensuring the development supports other key priorities.

4.2. **Financial:** the review must be mindful of the current financial climate within which it exists. As a publically funded body the centre must be able to clearly demonstrate that each pound is targeted and thoughtfully spent. Despite its clear strengths and good reputation it must sit comfortably alongside other services in terms of outcomes in relation to spend.

4.3. **Sustainability:** the outcomes of the review must support a long-term plan that gives clarity to the local population and the people that work, visit and call the centre home. This clarity must extend long-term to ensure confidence and an environment which promotes innovation.

4.4. **Supporting and in line with the Adult Services agenda:** the recommendations and future shape of service must actively support the various agendas in development across adult social care and health. Principally:

4.4.1. Strengths based assessment focussed on what matters to the individual and their personal outcomes.

4.4.2. The development of community co-ordination and the support required to help people find their own solutions.

4.4.3. The Aneurin Bevan Health Boards hub development programme running in partnership and in parallel.

4.4.4. The development of new models of care and support and the absolute that all involvement starts with a relationship.

4.4.5. Workforce and Leadership development programmes with an emphasis on authority to act at the frontline and leadership focussing on support; not control.

4.5. **Corporate Priorities:** Extracts below of key areas:

4.5.1. People are Confident, Capable and Involved: we want Monmouthshire to feel safe and people to be confident. We want to create a place where people want to be involved; they are confident in themselves and their abilities and what they contribute to their own community

4.5.2. We will work to help people live their own lives by building flexible and responsive services. Our focus will be on safeguarding people, further developing our approach to integrated services and implementing community coordination in the pilot areas.

- 4.5.3. Nobody is Left Behind: we want to be a place of cohesive communities where everybody is treated with dignity and respect and has the same opportunity to achieve what they wish.
- 4.6. **Legislative:** - building on the Fulfilled lives, Supportive Communities: ‘A strategy for Social Services in Wales over the next decade’ [2007], the Social Services and Well Being Act [Wales [2014]] is the key piece of legislation directing the shape of services over the next few years. Of key importance to the review of Mardy Park are the following requirements placed on us by the Act:
- 4.6.1. People receive services that prevent their care needs from becoming more serious, or delay the impact of their needs.
- 4.6.2. Individuals can get the information and advice they need to make good decisions about care and support.
- 4.6.3. Individuals have a range of providers offering a choice of high quality, appropriate services.
- 4.6.4. That local authorities must provide or arrange services that help prevent people developing needs for care and support or delay people deteriorating such that they would need ongoing care and support.
- 4.6.5. That local authorities will work with their communities and provide or arrange services that help to keep people well and independent. This should include identifying the local support and resources already available, and helping people to access them.
- 4.6.6. Local authorities should also provide or arrange a range of services which are aimed at reducing needs and helping people regain skills, for instance after a spell in hospital. They should work with other partners, like the NHS, to think about what types of service local people may need now and in the future.

5. METHODOLOGY

- 5.1. Early on in the review we established a framework for development building on the conclusions that Mardy Park should remain an integrated services hub for the next 10 years. As stated integration in the context of supporting people should broaden to include partnerships with all. The framework is built on a simple health and well-being pathway set out below.



DEVELOPMENT FRAMEWORK – HEALTH AND WELL-BEING PATHWAY
The role that Mardy Park has to play to support the community to support itself to stay well through facilitation of groups, hosting events, improved access and information
The development of enhanced intermediate care services that support people in the short term.
The enhancement and development of longer term support services aiming at best practice in the provision of health and social care services.
The development of an enhanced and consistent end of life care pathway.



- 5.2. In addition a number of principals for development were established by the project team to guide the review throughout the phases and to ensure that outcomes were developed consistently.

DEVELOPMENT PRINCIPALS
Everyone’s contribution (working, visiting, living at...) is welcomed, listened to & valued.
The site, building, services & activities are owned by everyone in the local community.
Mardy Park is a place people want to come and they make a ‘positive’ choice to be there.

Mardy Park provides opportunities for all irrespective of age, condition, background...
Mardy Park is a nice place to work.
We will support a philosophy of testing new ways of working to inform the change process
Support will focus on enablement and be proportionate
Support is only provided on the basis of a relationship & having had a 'what matters' conversation.
Co-location of staff will be on the basis that it supports the individual.
The Hub will grow and develop in response to the local community.
Permission to act is derived from the relationship and proximity to the issue at hand

5.3. The report is laid out against outcomes for each of the five work streams that were established following consultation with the community, staff at the centre and other stakeholders. The outcomes provide the platform from which to ask the questions: where are services currently placed and what are the gaps and the areas for development. Each section of the report highlights recommendations. Collectively these represent the roadmap for future service shape and highlight the future strategic direction.

6. COMMUNITY & PARTNER ENGAGEMENT

- 6.1. The overarching purpose for Adult Services is 'helping people live their own lives.' This is underpinned by the outcome "that people are engaged in and supported by the communities and not dependent purely on statutory services" both of which are aligned with the council's priority of "support for vulnerable people."
- 6.2. What role does Mardy Park need to play to support the community to support itself. Mardy Park itself, sits in a wider context of supporting communities within Monmouthshire to decrease reliance on statutory services. These approaches aim to:
- 6.2.1. Help people to pursue their vision for a good life
 - 6.2.2. Strengthen the capacity of communities to welcome and include people
 - 6.2.3. Develop small local enterprises to deliver more personal, flexible and accountable services
 - 6.2.4. Co-produce community opportunities and support

OUTCOME: To encourage stakeholders, service users and members of the public to contribute towards the development of MPRC at large and to develop the relationship that the centre has with the community.

- 6.3. As part of the review the development team held two large community events in July and November 2014 with in excess of 600 people attending over the two days.
- 6.4. Since opening the affection with which the centre is held is apparent when talking to members of the local community. Concerns since the commencement of the review has to a greater or lesser extent been focussed on the preservation of services. An explicit aim of the review has been to meaningfully

engage with the community. This can only be meaningful if those consulted have an understanding of what actually happens at the centre and are equally aware of what is achievable and needed in the context of what is currently available. A critical part of the first consultation day was to showcase the services supported from the centre to overcome these perceptions of services being diminished in favour of office space. An emotional response to service change is completely understandable but critically we must maintain an objective view for any proposals to be sustainable.

- 6.5. The first consultation day adopted the theme of Learn/ Discover / Contribute. The day invited groups and individuals alike to talk about what they were doing, what was missing from their lives and their community.

DISCOVER what is happening in your community,
LEARN about the various health social care and health services being co-ordinated by the teams based there and to **CONTRIBUTE** to developing Mardy so that it becomes a resource for the entire community

- 6.6. Overall, the main benefit of these consultation days was to start a conversation and to invite the community in. Whilst many ideas were generated and the voices of the community have genuinely influenced the course of the review it was the simple act of coming together for two days that was the greatest success of these events.

RECOMMENDATION: regular community events should be planned each year to maintain this conversation and support on-going community involvement in the centre and its development.

OUTCOME: To scope and respond to the requirements of the community and those who access our services.

- 6.7. During the consultation days there was overwhelming support for the idea of Mardy Park being a place for people to come together; whether as a group or just friends meeting for coffee. There was concern however about the potential for duplication with many other community centres in Abergavenny and we need to ensure that support & services at MP are uniquely best placed there. Going forward we must maintain contact with and support other community centres to create a network across Abergavenny.
- 6.8. An emerging idea throughout this period of consultation was to establish the Abergavenny wing as the 'public facing' part of the building. Creating shared spaces is, in part, about a visible face of statutory services. If we can create the right spaces it creates a more natural environment for people who need our help, support or advice to engage with their keyworkers, social workers and other front facing members of the integrated services.
- 6.9. A cornerstone of the developments has been the idea to establish a small café at the centre and again, this has almost universally been welcomed by the community and all other stakeholders at MP. Ultimately it's less about coffee and more about providing somewhere for members of the public to come together for whatever reason.

'For some individuals, community cafes helped reduce social isolation, promote positive health and help them to acquire new skills and opportunities' ('Report on research into community cafes in Scotland'; Community food and health Scotland, March 2011)

- 6.10. For the café to be fully embraced by the community; it needs to be centred around the community. From the design to the groups and events it will hold, to the food that's served the public has to be at the heart of the concept. For much of the past year, the MPRC Development team have

carefully planned each element with the community in mind. The food and drink served will be non-profit, making it much more financially accessible than local alternatives. The food will also be healthy and freshly produced on site with the intention of using fruit and vegetables grown on the grounds.

- 6.11. The function of the community café will extend beyond food and drink. One of the ideas that has come out of the development team meetings is to use the café as a venue and foundation for special projects. One idea was to create a permanent exhibition of portraits of older people accompanied by statements about sustaining wellbeing in later years. The focus of this project is to promote positive images of older people. It is funded in part by the Joseph Rowntree Foundation who for a year have run the 'Better Life Programme' looking at what matters to the older individuals in our communities. The community coordinator has been working with a local support and older person's advocacy group, Abergavenny Action Fifty Plus.

'Thinking positively about getting older can extend one's life by years...' (Rebecca Levy, assistant professor, Department of Epidemiology and Public Health, Yale University).

OUTCOME: To support community and individual wellbeing through a place based approach.

- 6.12. An approach that supports one place where the statutory, health and 3rd sectors and other groups are sharing a space. Place based approaches are designed to "develop creative ways of working, which overcome departmental or agency silos in order to make best use of the resources available within the area in question"¹
- 6.13. In essence, this is the next stage of integration; more than co-location of health and social services. Our vision is for Mardy Park to become the location where we begin this work and where we learn further about place based approaches to wellbeing and to build on the assets and strengths of individuals and communities.
- 6.14. Through providing an environment where partners on the front line can meet, share resources, information, knowledge and skills we can work together to maximize existing and create new opportunities for people to get involved, to contribute to and receive support.
- 6.15. As part of the consultation and the on-going work of community co-ordinator and others the centre has already begun to host and work in partnership with a number of organisations:

Partner organisation	Purpose of partnership
Stroke Association Gwent	To form a weekly stroke support group in Mardy Park Resource Centre.
The Green Valley CiC The Woodland Trust	To co-manage and maintain the orchard at MPRC
Assertive Outreach Team, CMHT, Maiddiff Court.	To develop growing spaces in the grounds of MPRC. To fulfil outreach community therapy outcomes for the individuals receiving support from the AOT. To work with the community coordinator and the staff at the day centre to provide small therapy workshops for daycentre attendees.
Macmillan Cancer Support, Gwent Abergavenny Library	To provide a space for weekly shared reading therapy sessions.
Men Heal	To provide space for a support group that serves men with mental health issues who live in the Mardy community. The men will meet on a weekly basis at MPRC.

¹ Ageing Well – a whole system approach - a guide to place based working
Local Government Association

Community Connections, Bridges Community Centre, Monmouth.	To support recruitment and provide ongoing consultation and support with future volunteer coordinator based at MPRC.
MCC Youth Service King Henry VIII School, Abergavenny	To work together with the community coordinator to develop a 'drop in' ICT beginners skills course at MPRC. The workshops will be facilitated by support staff and officers from the youth service and students from King Henry VII School who are working towards their Welsh Bac or DOE Award.
Men's Sheds Cymru	To co-develop a wall of 'Men's Sheds' in the grounds of MPRC. These sheds will be used by socially isolated men.

'Mardy Park has given us hope, happiness and a great feeling of belonging. I don't know what we would have done without it' (Assistive Outreach Team attendee, March 2015)

6.16. **OUTSIDE AT MARDY PARK** - An additional part of the consultation with the community has been the invitation to get involved with and make use of the wonderful grounds there. This invitation has been a catalyst for a number of groups to become involved such as the Men's Sheds, Woodland Trust and the Assistive Outreach Team (AOT) highlighted above. The development of the grounds is an extension of the work inside Mardy Park. Key initiatives are detailed below to illustrate the work already underway and the potential moving forward:

6.16.1. **Wildflower Orchard, Growing Spaces and Community Garden.** One of the key areas of the grounds development is establishing a wildflower orchard. This area sits at the bottom of grounds and benefits from 9 mature apple trees. In autumn 2015; the community coordinator plans to work with the Youth Service to host an 'apple pressing' event where members of the public will be able to come to Mardy Park, pick their own fruits and make their own juices. This event will aim to engage people of all ages including local environmental and woodland groups.

6.16.2. **Shared reading Group.** Since working with Macmillan Cancer support and staff at Abergavenny Library on a shared reading group at Mardy Park, the community coordinator has expressed an interest in creating an outdoor reading element to the orchard. It has been proposed that we purchase wooden benches and situate them among the apple trees. This would not only offer the existing shared reading group an alternative to meeting indoors, but could offer a therapeutic outdoor resource to the day centre and resident service users.

'Children, like people of all ages benefit from the therapeutic effects of reading outdoors. The changing nature of the outdoor environment also gives a very rich context for exploration and developing vocabulary' (Taking it outdoors: communication, language and literacy, www.essex.gov)

6.16.3. **Growing Spaces.** Increasingly, communities are putting their green spaces to better use. These green spaces are valuable assets with the value lying in their potential to bring people together and provide space for therapeutic recreation. Work has already begun on the grounds at MPRC. AOT have situated a poly-tunnel at the lowest part of the grounds and are growing crops to transplant into the growing space in the summer.

6.16.4. **Community Sensory Garden.** A project set over 2015/2016, the MPRC Community sensory garden will be the highlight of the grounds development programme. It will utilise volunteers and community groups to bring together a space that's accessible by all and focusses on the therapy only outdoor spaces can bring. The vision is to have a space that loosely wraps around the south easterly corner of the building. It will run from the car park to the community growing space; just above the orchard. The garden will be considered and will feature a diverse display

of plants, grasses and shrubbery. It will also feature light displays and sound instruments. It will have a few seating areas throughout and will provide a therapeutic experience for those that wish to use it.

'Sensory gardens can benefit older adults by encouraging them to spend more time outside. Their design and layout aim to provide a stimulating journey through the senses, heightening a person's awareness of what's around them' (Dementia Activities, www.nhs.uk)

6.16.5. **The 'Men's Sheds Wall'**. Following the response from the *Men's Shed* group the community coordinator developed with the Abergavenny Community Centre, the MPRC Development group decided that it would be beneficial to provide a similar resource from members of the Mardy community. We have proposed the situation of four small wooden sheds against a south facing wall on the grounds of MPRC. These sheds will all function differently but will all share a common outcome; to provide a space for the socially isolated older men of the Mardy Community to come and partake in relaxed activities that centre around DIY. The Men's Shed concept, born in Western Australia became popular as a way to engage men with each other and to stay busy, purposeful and well.

'It gives me a reason to get up in the morning and for two days a week I feel I'm gainfully employed. I really feel good working with and helping chaps who often feel isolated in the community. I would need a very good reason not to come' (Brian, www.menssheds.org.uk)

6.17. **Investment in Grounds Development.** We need to invest to create the infrastructure and a basis for moving forward. Key developments set out below:

Grounds Development projected costs	
Item	Cost
Wildflower Orchard	£250
Community Sensory Garden	£4500
Men's Sheds Wall	£1510.44
Total	£6,260.44

RECOMMENDATION: As part of the developments at Mardy Park funding is agreed to support community engagement projects / initiatives and an on-going budget agreed to support this approach in the long-term.

6.18. In addition to community groups and individuals it is critical that MPRC supports MCC partner organisations so that we contribute effectively to a more seamless approach to supporting people. The opportunity for partners to share space, improve networks and avoid duplication.

'I work all over Gwent, so when I'm in Abergavenny, I usually do my paperwork in the car. It will be lovely to come to Mardy Park's community café instead. I could even meet clients there for a cup of tea and chat' (Louisa Stokes, Stroke UK)

Good coffee, superfast Wi-Fi – I'll definitely be back – Louise George [GAVO]

6.19. Future planning of the centre must incorporate the support for the development of community facing groups such as local enterprises and co-operatives to underpin Mardy as a community hub that belongs to the community and not a local authority building with 'add-ons'.

6.20. Partnerships need to extend to increasing the levels on integration and co-location with Aneurin Bevan University Health Board.

6.20.1. The newly formed Mardy Park Integrated Services Model group has been established to support the development of a consistent hub model across Monmouthshire and will report to the Monmouthshire Integrated Services Partnership group. This work will build on the planned

health based clinics that will transfer from Neville Hall Hospital supporting the principal of services being as local as possible and accessible.

6.20.2. Discussions have been ongoing with Older Adults Mental Health Services [OAMHS] to assess the potential to re-site some clinics and the 'Memory Assessment Services' [MAS] at MPRC to adopt a similar model to that seen at Monnow Vale. Key advantages include that the environment is suitable, will promote integrated services and place based working will improve access to support and 3rd sector groups. There is now support from all stakeholders to move forward on this basis but accommodation requirements are high and will include:

- 6.20.2.1. Two rooms to support pre-testing.
- 6.20.2.2. One room for family consultation and briefing
- 6.20.2.3. One room for Consultant run clinics
- 6.20.2.4. Waiting area close to or adjacent to these rooms.

6.20.3. It is not anticipated at this stage to move OAMHS Day Hospital due to insufficient available space and the nature of the support that some people attending require.

6.20.4. As part of earlier consultation the Community Nursing Team identified the need for a nurse run clinic which will support four different clinics from Mardy Park. These will re-sited from NHH. The clinic has already been created but will not open until the car park and other infrastructure is in place.

RECOMMENDATION - As part of the on-going development of MPRC set aside agile working space for place based team partners.

RECOMMENDATION - As part of the on-going development of MPRC space to be set aside to accommodate OAMHS clinics and the MAS.

To explore models of personal voluntary contribution through providing working opportunities such as the community café and the community growing spaces.

6.21. Volunteers will be critical in helping the community spaces come alive. We have commenced partnership work with Community Connectors; a volunteer befriending service based in Monmouth. We have secured £25,000 via the Intermediate Care Fund to recruit two part time volunteer co-ordinators to support MCC's two community coordinators; one in Caldicot and the other in Abergavenny. In the north, we see the coordinator primarily recruiting volunteers to act as support staff for the community café; to work on the various grounds projects and to lend support in one of the many groups and events held at Mardy Park. In the past six months, we have seen 3 volunteers come forward to support groups at MPRC. One facilitates the shared reading group on a Wednesday morning; a group that currently has between 6-10 weekly attendees. The other two support the stroke support group held every Tuesday. The co-ordinator will also support the existing volunteer team that provide such invaluable support to the centre.

6.22. More and more we are understanding the core importance contribution plays in keeping us well throughout our life. From the volunteers pouring coffee and slicing cake at the stroke group to the ones volunteering to have their photograph taken for the 'Better Life' wall. Contribution in older age is represented well all over MPRC, and this is why working with volunteers and members of the community is vital.

6.23. Following the appointment of a volunteer coordinator in summer 2015, Mardy Park will be a hub of voluntary activity. Working in partnership with local volunteers will be crucial for the success of the community café, but will also provide opportunities for older members of the public to contribute to their community. The café will be chiefly run by MPRC kitchen staff and they will be supported by volunteer's assistants.

- 6.24. There is strong evidence to support the claim that social contribution in older age keeps people feeling well. This notion is the very cornerstone of much of the work at Mardy Park, and the community café, through providing voluntary opportunities such as kitchen assistance, activity organising and befriending will significantly help in reducing the isolation felt by many members of the community.

'Since I started volunteering at my local coffee shop, I have felt happier and fitter than I have in years. I now have something to do with my time and I've made new friends' (Pensioner from Weymouth; Volunteer experiences, www.ageuk.org.uk)

7. DAY SERVICES

- 7.1. Day Services at Mardy Park are provided seven days per week with four days for older people with dementia and three days for older frail people.
- 7.2. The service has undergone a number of reviews and changes over the last few years but there is a need to give the service as a whole and the staff team clearer leadership and strategic guidance to inform the further development of the service and to ensure that changes are effective in the long term.
- 7.3. The development of the day services initially will need to focus on creating a foundation for effective service provision. This will centre on the individualisation of services, staffing, activities, processes and information.
- 7.4. On first working with the day services team 12 months ago I was concerned about the service provision on a number of fronts:
- 7.4.1. The team were demoralised and there was an absence or perceived absence of leadership and support.
- 7.4.2. The numbers attending the day service had dwindled and there were days with as few as 3 or 4 people attending.
- 7.4.3. The service was flat and there was a little activity, noise or atmosphere emanating from the centre.
- 7.4.4. Referrals were not often made and there was a clear sense of a service in decline.
- 7.4.5. Critical through the review and the development of the day service has been the establishment of a day services staff development group which meets at least monthly. Through discussion with the team and others we highlighted the key issues and developed the outcomes for the service.

OUTCOME: A relationship based approach to supporting people and their carers is adopted throughout the service. Services are provided on the basis of effective listening and having agreed personal outcomes for each person attending.

- 7.5. The practice and approach of the team is focussed in part on personalisation and throughout the past four years they have maintained high quality services. A number of the team have attended dementia care matter's courses and adopted some of the principles but these approaches have not been consistently adopted throughout the team.

RECOMMENDATION: All team members to attend dementia care training as part of the direct care development programme.

- 7.6. The team acknowledge that individual plans for those attending were / are not being kept up to date and the current paperwork does not support an individualised approach. There is a large degree of duplication and over complication of the service delivery framework.

RECOMMENDATION: In sync with the development of other service delivery frameworks, the day services process and paperwork should be reviewed and rewritten so that they are simple, proportionate and focussed on individual outcomes.

- 7.7. The current approach to receiving referrals does not promote the development of relationships from the point of referral and staff were not directly involved in the meeting people from the point of referral, although this has now been changed

RECOMMENDATION: A new workflow should be developed to support the involvement of staff in establishing relationships before people attend the centre.

OUTCOME: Centre based services look, sound and feel focussed on the individual; inviting, lively, active and stimulating. This will include the matching of days to specific need including the context of where someone is in their journey with dementia.

- 7.8. Over the last twelve months there have been significant improvements in the day service from a position of it being quiet, potentially unstimulating and a service focussed in on itself (insular). Whilst there is still more distance to travel, the team are starting to embrace opportunities via community co-ordination, other groups and the development of new activities.

- 7.9. All staff have attended outcomes training; however, the current organisation of the staff rota does not support the development of individual outcomes. There are three staff on duty most days three to support a maximum of 12 people. As a ratio this is not low, but given all other responsibilities around transport, refreshments, supporting the wings, personal care etc... there is insufficient time to spend with people to a) develop individual profiles and b) support them individually.

RECOMMENDATION A new post of Day Services Team Lead to be created which is focussed on hands on support to the people attending but has a clearly distinct role to support planning and promote the individualisation of services.

RECOMMENDATION - the current rota should be re-organised within current resources so that time as a resource is focused on the times that people attend the service and to ensure sufficient flexibility to support a broader range of activity both in the centre and more widely in the community.

- 7.10. **Matching** – ahead of the review and as a result of some of the team attending Dementia Care matters training a decision was taken to adopt a matching approach to a ‘Thursday’. Simply, this is support people on the same day who are at a similar point in their journey with dementia. Most people attending on a Thursday need a sensory approach based on touch and the other senses. The team are to be congratulated for taking this step.

- 7.11. **Spaces** – the layout of the centre twelve months ago saw most activity focussed on a large lounge area which was open to the corridor and use of the main dining room. These spaces were OK for group work but there was no space for individual activity. Considerable work has been undertaken to develop the layout with the lounge area closed off, spilt into a lounge and craft /activity area. The dining area has been divided into a small lounge area and dining area. Both areas have been refurbished. The team will also make use of the café area and are excited to work with the wider team on the development of a wider programme of centre based services which will see greater movement across the centre as a whole. In addition a confidential and quiet space needs to be identified for one to work of a personal nature.

RECOMMENDATION – As part of the accommodation review a room is set aside for this purpose. This would support the day service, 3rd sector, family support, therapies and alternate spaces for care management reviews.

- 7.12. Despite initial concerns the team have worked with other organisations to develop shared spaces and the above spaces now support:
- 7.12.1. Shaw's Day Support for people with dementia one day per week.
 - 7.12.2. The local reading group once a week.
 - 7.12.3. The Stroke Association support group

Activities at the centre will be stimulating, varied, and promote access to and interaction with the local community.

- 7.13. As outlined above the current organisation of staffing does not support an individualised approach and there is insufficient time for planning and as a result, there is a 'hand to mouth' approach to service delivery where activities are not based on a clear understanding of what matters but rather a default to group activities based on what the team know to work. As said, there is a drive to develop activities but there is also insufficient support and leadership present within the centre to drive this. The 2010 review removed the Team Leader post from the day service and transferred responsibility to the officer team. Whilst there was capacity, the responsibility is generic to the role of officer and there is no clear lead. In essence, the day service is an 'add-on' and the team feel this strongly in that they do not feel valued or a part of the centre as a whole.

RECOMMENDATION - A new post of Day Services Team Lead to be created which is focussed on hands on support to the people attending but has a clearly distinct role to support planning and promote the individualisation of services.

- 7.14. Work is already underway to try to develop links with the community with the removal of the assumption that day services referrals should lead to attendance at the centre. Currently, each member of staff is undertaking a home visit with the community co-ordinator to look at having a different conversation. Adopting similar approaches as those currently in place in the south of the county which have seen the establishment of smaller groups coming together through shared interests will require a different approach to the staffing model

The service will run at capacity being mindful of the need to have flexibility to deliver a variety of services which should also involve spontaneity. Staffing will be proportionate.

- 7.15. Current occupancy is at around 60% and numbers are steadily growing. In comparison with day services in South and Central Monmouthshire, this is very low. However, as relationships with Abergavenny Integrated Services Team and others has developed the number of referrals has increased significantly.
- 7.16. Not all people currently attending would meet eligibility criteria if re-set in terms of need and other opportunities. Anecdotally some people attend on particular days due to involvements elsewhere on each of the other days.
- 7.17. The current referral process that supports people to attend is slow and some referrals are not being processed in a timely manner.
- 7.18. As a small day service, there are clear limitations placed on the service by transport issues. There is only one bus and the areas are very rural, but the main issue is that there is an expectation that transport will be provided to all, irrespective of whether they can make their own way in. A review of the transport policy is currently underway in Monmouthshire.

RECOMMENDATION: Review eligibility criteria for attendance at the day service.

RECOMMENDATION – undertake a focussed review of all people attending with a view to cessation of service / alternative provision to support closure of one day.

RECOMMENDATION – Following the review of people attending consideration should be given to reducing the days to 6 or to 5 days per week. This would support a more flexible staffing model as detailed above.

8. REVIEW OF CEFN

- 8.1. Mardy Park' Cefn wing now supports 1 permanent resident and 6 respite beds. There is a need to ensure that 24 hour services are only provided from the centre on the basis (of a council run service) that these are best placed, support the redesign principles under the health & well-being pathway and are not available elsewhere across the sector. Moreover, services should be flexible, outcome focussed, relationship based and linked to other services and agencies run / based at the centre. As part of the review a focussed audit of current provision was undertaken by a member of the Abergavenny Integrated Services Team to inform the development of a model that that balances affordability with the outcomes required from the residential services model. This piece of work included meetings and direct consultation with people receiving our services, carers and the staff team currently supporting services on Cefn.
- 8.2. At the same time as the review of services on Cefn was underway, other uses of the wing were explored. These included the potential to provide residential respite services for people with dementia and also to support people with high needs currently placed outside of the county due to the unavailability of places in MCC. Having met with senior managers concerned these options were ruled out on the basis of cost and that the need for respite was primarily in nurse led services.
- 8.3. The services provided by Cefn were reviewed in 2010 and below is an extract of the original report:
- 'Respite beds play a key role in maintaining independence. Nonetheless, despite providing high quality care, they are not sufficiently aligned with the principles for Mardy Park in that they: are not part of an integrated approach with health; are not sufficiently outcome focused; are not sustainable and do not offer value for money.'*
- The remaining beds on Cefn should be converted to respite use as current residents pass away to maintain unit costs. Once, at a future undetermined date, the ratio moves from 5:2 to 7:0 a decision should be taken on the most appropriate use of that wing taking into account the vision and principles. In the medium term the shifting ration should be used to accommodate some of the increasing demand for respite caused by demographic trends'.*
- 8.4. Having reviewed the 2010 report, the principals of development are largely in line with the outcomes set out below but the information below and recommendations whilst mindful of the original review are based on current findings within the context of new service models and the development of other service areas.
- 8.5. From individual feedback from carers and service users, the main expectation of respite is:
- 8.5.1. To feel safe.
 - 8.5.2. To be looked after at
 - 8.5.3. To be somewhere familiar,
 - 8.5.4. To have a private clean room,

- 8.5.5.To be somewhere in the community where family can visit them and
- 8.5.6.To have some company from staff and other users of the service.
- 8.5.7.To overcome feelings of loneliness and isolation when family and carers are away from the home. The locality of MP is very important to support visits from families and friends and clearly highlighted as a corporate priority that services are as a local as possible.

OUTCOME: Services should be targeted at those people with high needs that can be uniquely met at MP and we should retain an 'umbrella' role; that they can still respond to ad-hoc emergencies. We should not create un-met need through changes made.

- 8.6. Respite is accessed via assessment for suitability. Eligibility is insufficiently defined. Criteria includes:
 - 8.6.1.People will typically be aged over 65.
 - 8.6.2.May be in receipt of a domiciliary support package
 - 8.6.3.Have needs that require night time support or monitoring.
- 8.7. All referrals for respite are supported by social work input. An application must be completed stipulating the reason for respite. A copy of supporting background information proportionate to the persons needs must also be submitted. Examination of files revealed a very mixed picture in terms of detail and a focus on outcomes for the individuals.
- 8.8. There is insufficient integration between direct care staff and members of the AIS.
- 8.9. The table below shows a breakdown of referrals for the 12 months from 1.4.14 – 31.3.15. Data was gathered from an individual analysis of each person and is available on request.

	Total	%
<i>Unplanned / Emergency</i>	25	33
<i>Planned</i>	50	66
<i>Regular</i>	30	40
<i>One-Off</i>	45	60
<i>Carer break/Carer hospitalisation</i>	51	68
<i>SU break</i>	24	32
<i>Night care required</i>	36	48
<i>Existing Care plans</i>	42	56
<i>POVA / Immediate welfare need</i>	13	17
<i>Respite aged 65-79</i>	19	25
<i>Respite aged 80 and over</i>	56	75

- 8.10. **Summary of findings of reasons for accessing services (AIS Caseload 14/15):**
 - 8.10.1. Main reasons for accessing respite:
 - 8.10.1.1. Carer/ cared for breakdown of support at home
 - 8.10.1.2. When the carer needs a holiday
 - 8.10.1.3. Assessment periods to help determine needs.
 - 8.10.1.4. To offer regular carer breaks to minimise carer/cared for breakdown
 - 8.10.1.5. Emergency support as required when welfare concerns are immediate
 - 8.10.2. 75 people have accessed residential respite services during this 12 month period.
 - 8.10.3. Only 48% of people had night time needs.
 - 8.10.4. Less than half the people supported had an existing domiciliary care package.
 - 8.10.5. 60% of those people were considered to be receiving support on the basis of a 'one-off' period of support.

8.10.6. Only 40% of people are in regular receipt of respite at Mardy Park.

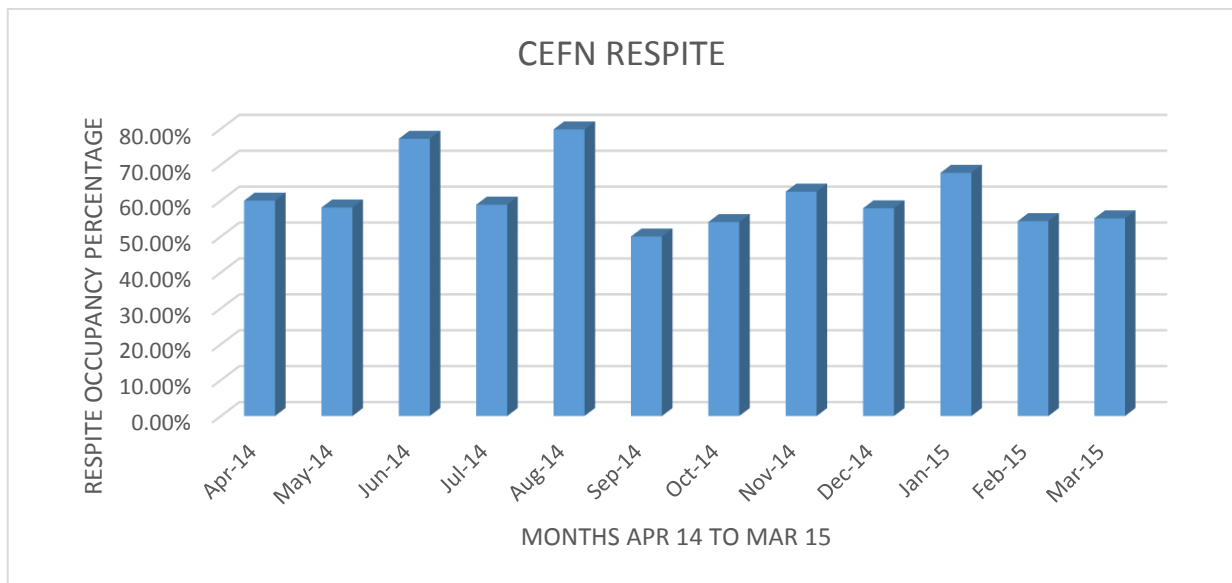
8.10.7. 17% of people required immediate support due to welfare issues or concerns raised via the Protection of Vulnerable Adults procedures.

8.10.8. The majority of referrals are received from the Abergavenny Integrated Services Team due probably to co-location of services and the fact that the centre is not registered with CSSIW to support people with dementia.

8.10.8.1. **RISK** - Any proposals must maintain an element of provision to support immediate access to 24 hour support.

8.11. Occupancy. As stated Cefn has the capacity to support 6 people on respite. On average there are 180 nights available per month.

8.11.1. A total of 1,443 nights support were provided in the 12 months from the 1.4.2014.



8.12. Whilst the recommendations from the 2010 review recommended 2 rooms be made available for respite there was a supplementary recommendation that as permanent beds became available due to the death of long term residents these should be made into short term beds on the basis that a future review would establish the long term use of these beds. It is clear that the demand for residential respite has grown in direct correlation to the capacity created. It is not possible to determine the exact basis for this but it is likely that there has been a drive to maintain reasonable occupancy levels.

8.13. Below is a table detailing occupancy for the first 6 months of both 2013/2014 and 2014/2015 to illustrate the issue of service creep. The percentage occupancy has been maintained at approximately 60%. Critical is that in each of the 6 months in 13/14 there was capacity to accommodate higher demand. The conclusion is that the demand did not exist and the increase in occupancy is directly related to the drive to maintain reasonable occupancy levels.

1 st 6 months 13/14	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13	Total
Nights Available (4 beds)	120	124	120	124	124	120	732
Occupancy	73	62	74	73	99	60	441
Percentage Occupancy							60%
1 st 6 months 14/15	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	
Nights Available (6 beds)	180	186	180	186	186	180	1,098
Occupancy	108	108	139	108	134	105	702
Percentage Occupancy							64%

RECOMMENDATION – reduce bed availability to 2 respite beds – in sync with levels 18 months ago

RECOMMENDATION: retain 1 bed in combination with Deri that is earmarked for emergencies

OUTCOME: Services should be integrated within the health and social care framework with a focus on promoting independence and active rather than passive approach to service support should be adopted.

- 8.14. From discussions with several users of the respite service the need to be cared for has been the highest priority. However some service users have found little engaging support on offer to stimulate and promote their level of wellbeing. On further discussions with some service users/carers, the need for involvement in worthwhile or productive activities has been superseded by the need to be looked after. This leaves some individuals using respite support at Mardy Park as simply a mechanism to manage this fundamental need. Service expectations have been found to be low and the level of involvement appears to be accordingly low. There is some clear interplay between both low expectation and low service engagement.
- 8.15. There is an understandable disconnect between those commissioning and those providing services. This leads to a passive approach to respite and opportunities to support, review and re-able are not taken.
- 8.16. As discussed later in the report the staffing levels are proportionate currently in terms of meeting basic support needs. There is currently little activity and occupation. This extends to involvement with other services and opportunities at MP and in the local community. The current emphasis is on safety and following set care & support plans. The alternate being to use care and support plans as a flexible framework within which to provide support with a refocus on social and emotional well-being
- 8.16.1. **RECOMMENDATION:** care & support framework redesigned and workflow developed to support a greater level of integration & focus on social and emotional well-being.

OUTCOME: Full consideration is given to alternate models of delivery such as respite through shared lives.

- 8.17. Mardy Park, as a council run service, operates within the context of a diverse market with a wide range of services available within the private and 3rd sectors. In undertaking the review at MP it was critical that we understood what else was available and who potential partners may be. Of importance is the need to consider respite as being something other than functional and service design should focus on experience, enjoyment and even adventure.
- 8.18. **The ‘Shared Lives’ scheme** offers placements for people within the homes of ‘Shared Lives’ carers. It may provide an alternative for long term, short term and emergency respite support. The settings available vary and can support individuals with complex needs. The focus of ‘Shared Lives’ is to provide a ‘home from home’ environment within a family setting. The individual’s own outcomes shape the support and experience they want from the service. Individual needs are assessed by the care manager prior to using shared lives support and depending upon the level of needs they are banded as shown in table below. A setting is then ‘matched’ with the individual according to their outcomes.

SEWAPS /Shared Lives Weekly Fee Levels/Banding 2014-15

Band	Level of Care and Support Needs	Weekly Fee
A	Person has minimal care and support needs; able to go out independently.	£308
B	Person requires moderate levels care and support, needs to be accompanied at all times when outside of the house, and needs occasional support with personal care. There may be some behaviour that requires additional support.	£361
C	Person requires moderate levels of care and support, needs to be accompanied at all times when outside of the house, and has regular personal care needs. There may be some behaviour that requires additional support.	£412
D	Person requires a high level of care and support, needs to be accompanied at all times when outside of the house, and has as high level of personal care needs. May have some mobility problems, and some home adaptations may be necessary. May occasionally present behaviour that challenges the service.	£516

NB Sessional support can be offered at £6.40 per hour, plus agreed mileage allowance at 45p per mile- this support is currently used for regular day care breaks.

8.18.1. The uptake of the scheme with the Abergavenny Integrated service has been low -1% in the last financial year with only 1 service user on current AIS SW caseloads.

8.19. **Bed & Breakfast**

8.19.1. This type of accommodation can provide alternative respite support within varying settings. Rooms would typically need to be booked but some B&B's could offer emergency accommodation depending upon room availability.

8.19.2. For the purpose of the review a B&B in Abergavenny has been looked at to provide an overview of the support that can potentially be commissioned. The proprietors are very keen to work alongside the LA and offer a service to individuals specifically over the age of 65. It is a well-established business and already offers accommodation to both the general public and emergency support cases from other local authorities. They are keen to support a holiday style approach to support with a homely family orientated environment.

8.19.3. At the point of the review a charge of £45 per night was given as indicative.

8.19.4. This type of support would not be able offer accommodation to people with any behaviours that could be seen as challenging.

8.20. **Respite Opportunities Service –**

8.20.1. Sited in the Caldicot, South Monmouthshire, it is a small respite facility that is typically been used by individuals with learning disabilities aged 18-64. Service users from the whole of the county can access respite here but it's predominantly used by those in the South. Budden Crescent has 4 registered beds but is currently being operated as a 2 bed facility due to current staffing levels. Information gathered for the purpose of this review indicate the setting has potential to be used for further exploration into developing respite services. No figures have been provided for uptake of this service.

8.20.2. Even if no partnerships were explored the model of service is a great illustration of a flexible respite model that is delivering an experience, enjoyment and even adventure.

8.21. **Severn View**

8.21.1. Based in Chepstow the care home has 32 rooms and is registered for use by individuals with dementia/older adults. Most referrals come from SW teams in the South. The facility has

residential and respite availability, and on the most comparable wing (to Mardy Park) for Apr 2014-Mar 2015 a **76%** respite occupancy level was achieved; although this was unusually low in fact, compared to previous years.

8.21.2. Whilst this is an option worth exploring there are a number of competing developments at Severn View to address lower occupancy levels / reduction in demand and placement there could not be considered local.

8.22. **Planned Holiday breaks**

8.22.1. Used more widely by younger individuals with disabilities this support tailors a holiday package to an individual's needs and outcomes. There are specialist providers for all age ranges and PA's/carers even attend planned holidays with the person-these packages can vary in price and can cater for individuals to have a break in the UK or abroad. There are many providers including SAGA that can create a bespoke package for either the individual or the carer.

8.23. **Non-residential respite:** We need a better understanding of the reasons that people access residential respite services away from the home. A number of options are available and again these are found to be under-utilised.

8.23.1. Capacity within existing day services

8.23.2. Day Support on the wings at MP with additional community support.

8.23.3. Using sessional support via Shared Lives

8.23.4. Use of homecare services.

8.23.5. Discussion on night staffing

RECOMMENDATION: A further piece of work should be undertaken to explore in detail the potential of the options outlined in the report for sessional and residential respite.

9. DERI REVIEW

9.1. Deri Rehabilitation Unit has been open since December 2000, and is an 8 bedded therapy-led step-up/step-down facility within a residential care home setting. 7 of the rooms have an en-suite toilet facility, and 4 of the rooms have shared access to an adjoining kitchen. There is also a shared lounge/ dining room, an assisted bathroom, a level access shower, and a laundry room. Currently there is one dedicated member of care support staff with support from an additional member of staff working across Deri and Cefn. In addition there is dedicated input from occupational therapy and physiotherapy. Deri is a joint funded unit with 53 / 47% split between Monmouthshire County Council and the Aneurin Bevan Health Board.

9.2. Referral to the unit is on the basis of being over 18, in need of rehab / assessment, able to engage in the process, registered with either of the three Abergavenny practices.

9.3. A focussed review was undertaken by the Lead Occupational Therapist to inform this report and the development of a model that balances affordability with the outcomes required from the residential services model. This piece of work included meetings and direct consultation with people receiving our services, members of the AIS, carers and the staff team currently supporting services on Deri. As with all sections of this report the findings are set against a number of outcomes for the review with a focus on whether best placed and whether needed.

Bill Thomas (83) has been at Mardy Park for three weeks, after having a lower leg removed due to poor circulation. He said: "They look after you really well – 10/10. If you need anything, they come to help you. I have been doing exercises and building up my strength. It helps to get confidence and independence back. It's been wonderful, you couldn't ask for more. It's handy here too. People can visit, as I live in Abergavenny."

OUTCOME: The need for services are evidence based and we preserve those residential services that are uniquely and best placed at Mardy Park. We do not create areas of unmet need through changes made.

- 9.4. The primary role of the unit over and above community reablement is as follows:
- 9.4.1. 24 hour assessment that cannot realistically be provided in either a ward or person's home environment.
 - 9.4.2. Provide an opportunity for people to do more functionally rather than stay in a patient's role for longer.
 - 9.4.3. To practice and gain confidence with night time independence.
 - 9.4.4. To increase confidence after a prolonged hospital stay
- 9.5. The profile of individuals using the service has changed over the years in line with the development of the Gwent Frailty project and the community Reablement team /START. The number of people supported via community reablement has grown from 173 in 2009 to 266 in 2014. Moreover, whilst the majority of admissions to Deri have come from hospital settings the number of community referrals falling.
- 9.6. Individuals with a more straightforward presentation who would previously have been admitted to the rehab unit are now usually able to receive their support and rehabilitation within their own home, unless there is an environmental or social reason to prevent this. Evidence of this is those people supported via Deri following orthopaedic surgery:
- 03/09/09 = 5 out of 7 people
 - 14/10/13 = 2 out of 8 people
 - 12/05/15 = 2 out of 6 people
- 9.7. The average occupancy for 12 months from April 2014 to March 2015 was 87%
- 9.8. Those admitted now with increasingly complex needs usually require a period of assessment as well as a rehabilitation programme. This does not necessarily increase length of stay as the community Reablement team can continue the rehabilitation at home if needed. Also, the assessment process would help to identify whether long term support or a residential placement might be the most appropriate option, and these arrangements can be started in a timely manner.
- 9.9. As part of the review of Mardy Park a number of censuses have been undertaken to get a picture in time of who we are supporting and why. The original census was carried out on 14/10/13 and as part of the current review; this was repeated on 12/05/15.
- 9.9.1. The following table provides a comparison of some of the results:

Descriptor	Census 14/10/13	Census 12/05/15
Rooms occupied	8	6
Sex	7 female / 1 male	4 female / 2 male
Admitted from Neville Hall Hospital	4	5
Transferred from a peripheral hospital	1	0
Admission from home	3	1
Needing a 24 hour approach to assessment and support	5	5

- 9.10. In addition we have an undertaken a 3 month study of all individuals receiving assessment and rehabilitation on Deri 1.0.15 to 31.03.15

Occupancy:

Month	January 2015	February 2015	March 2015
Bed nights available	248	224	248
Bed nights occupied	199	224	195
% occupancy	80.24% [6.42 beds]	100% [8 beds]	78.6% [6.3 beds]

NB: No delayed admissions due to lack of available beds during this time.

Analysis of the 23 people admitted to Deri – January 2015 to March 2015 – Average Stay 26 nights					
Admission from		Night time needs		Discharge destination	
Neville Hall Hospital	18	Assistance with toileting	11	Home independent	3
RGH – 2	2	Reassurance	5	Home with reablement	9
Other hospital	1	Low mood	2	Home with LTC	5
Home	2	No support needs	5	Residential Care	1
				Neville Hall Hospital	4
				Not yet discharged*	1

*delay due to flooding at persons home

Range of personal outcomes identified during admission and progress made:

Personal Outcomes categories (based on Talking Points)	Number of times identified	Achieved at time of discharge	Not achieved at time of discharge
Living where and how I want to	20	16	4
Having meaningful things to do	2	-	2
Feeling safe	1	1	-
Improved skills	9	8	1
Stable or improved health and well-being	1	1	-
Community connections	8	1	7
Staying as well as I can	2	1	1

- 9.10.1. At each data point collection approximately 20% of people staying have no night needs.

Therefore is it safe to say that with an average of 80% occupancy [6.4 beds] a reduction of 20% could be achieved without reducing our capacity to support people with night time needs. This would leave a figure of 5.12 beds.

- 9.10.2. It is worth noting that there has been a recent addition of 1 or 2 additional step down beds in South Monmouthshire at Severn View.

- 9.11. Support and services are well thought of by all that use it and there is a seemingly high levels of satisfaction from people using the services. Similar to Cefn there may be a low sense of expectation and we need to develop a much better evaluation framework.

RECOMMENDATION – Build on the current development of outcome based service planning to incorporate a clear evaluation framework based on outcomes.

- 9.12. The most recent revisions to the eligibility criteria for admission to Deri Unit were made in July 2014, and highlight the provision of assessment as well as rehabilitation, and also clarification around admission of individuals experiencing cognitive impairment.

RISK - The current registration does not support admission to Deri Unit for individuals with a confirmed diagnosis of dementia. The SCIE Guide 49, May 2013, advocates that individuals with a dementia “should be assessed on the basis of their needs and strengths their potential to be ‘re-abled’ “.

- 9.13. Only residents with an Abergavenny GP are eligible for admission and this has been challenged in the past to no avail by senior managers within ABHB, but proved not to be cost-effective due to medical governance and prescribing issues.

RISK - Urgent cases may fall outside these parameters or the team are forced to work outside of this criteria.

April 2015)

Beryl Curran (aged 90) has been at Mardy Park for three weeks receiving therapy support, having fractured her hip following a fall. She has been encouraged to increase her mobility and she praised the support: “I have been doing exercises and practicing walking up the steps. It’s nice here and there is plenty going on. They are doing a really good job.”

Jill Davis (aged 86) has now returned home following a hip replacement operation and a short period of rehabilitation at Mardy Park. Jill explained: “I was transferred to Mardy Park following the operation, as I couldn’t come home straight away. I was given exercises to help me and the support was excellent. There was a great, lively group of people there and we all had good camaraderie. In one word, it was excellent.”

- 9.14. It is clear from the detailed analysis of the 23 people staying on Deri our support is focussed on returning people home and improving ability and the team have delivered consistently well against these outcomes. In contrast the need to feel connected with the local community was highlighted on 9 occasions but only met once. It is only in the last 6 months that personal outcomes have begun to be captured properly so no data exists prior to January 2015 but it is probably safe to assume that the outcomes based on returning home and physical ability have been the focus of the team.

RECOMMENDATIONS:

- Changes should be made to handover so that they are focused on outcomes within an integrated care planning framework.
- Reduce the number of beds from eight to five.

RISKS:

- The reduction of beds may impact our ability to respond to seasonal variations.
- The unit may experience increased demand if referrals for people with living with dementia increase.

- 9.15. **Comparison with Gwent Authorities.** All 5 boroughs have some form of intermediate care beds, but there is a need to clarify how they are differentiating between the terms “step up”, “step down”, “assessment” and “rehab” before comparison of provision can be accurately made. The following gives a summary:

Borough	Location	Purpose	No. of beds	Occupancy rates
Torfaen	Meadow View	Step down	3	Not available
	Panteg	Step up/step down	2	Not available
	Leadon Court	Step up/step down	2	Not available
	Plas-y-Garn	Rehab	3	90%
Monmouthshire	Mardy Park	Assessment & Rehab	8	80%

	Severn View	Step up step down	1	Not available
Newport	Hillside	Step down	6	Not available
Blaenau Gwent	Red Rose Care Home	Assess, step up/down	2	90%
	Llys Nant Y Mynydd	Assess, step up/down	1	62.50%
	Llys Glyncoed	Assess, step up/down	1	62.30%
Caerphilly	Ty Clyd	Assessment	7	100%
	Ty Iscoed	Assessment	3	100%
	Rhymney Integrated Health & social care	Assess, step up/down	6 (flex = 11)	100%

OUTCOME: We ensure models of residential rehabilitation services are targeted and broaden to make the best use of available resources and support a flexible approach to supporting the person's personal outcomes.

9.16. As detailed above there is a clear need for night time services. An initial estimation is that services would be largely unaffected if 6 beds remained although full occupancy of 8 beds was required only as recently as February 2015.

9.17. To achieve a safer reduction of beds, we must consider both our ability to reduce average length of stay and a broader range of services.

9.18. **Broader Range of Services**

9.18.1. **Day Assessment & Rehabilitation.** Anecdotally discussed for some time, has been the benefit of retaining all the benefits of the rehabilitation service without the need for residing. Mardy park is uniquely placed to support this crossover between residential and community services and evidence from the Falls clinics and Day therapy sessions that have been periodically run from the centre support this approach. As part of the review therapists were asked to consider cases as to their suitability with two case examples given below for illustration.

Mrs X lives with her husband in a very small house. She has a diagnosis of progressive supranuclear palsy, but with just the support of her husband has been leading as independent a life as possible. Mrs X had a fall and fractured her wrist which was then put in plaster. She requested temporary help with personal care due to loss of independence from the injury. A morning call by reablement was put in place.

Mrs X was reviewed by an occupational therapist (OT), who was concerned about the deterioration in her balance, and the risk of further falls. It was noted that the home environment was extremely small and there was not sufficient space to fully assess Mrs X. The OT highlighted the suitability of day assessment on Deri Unit as an alternative Mrs X was agreeable to this approach.

Mrs Y lives alone in a 2 storey house with a stair lift in situ. She has a history of depression and is regularly reviewed by the mental health team. Physically she is limited by arthritis and the related pain. She has a long term support package provided through a care agency. The mental health consultant contacted Mrs Y's care manager, an Occupational Therapist (OT) in the integrated services team, to request that she attend day centre at Mardy Park.

The OT went to assess Mrs Y at home, and found that she was spending all of her days upstairs, mainly lying on her bed. She was not eating or drinking very well, and her mobility was quite poor. Mrs Y said that she would like to attend day centre as she missed socialising

with people. It was agreed that in preparation the therapy technician would visit for a few days so she could assist her to go downstairs, where Mrs Y would stay for 2 hours until her next carer came.

However, Mrs Y did not always feel like going downstairs, so this was achieved only 2 out of 5 attempts, and she was still spending a lot of time on her bed. She was still saying she wished to attend day centre, but we remained concerned that it would be too much for her to attend straight away. It was then suggested that she come for day assessment on Deri Unit, as this would give her a purpose to come downstairs and she could be collected mid-morning and just stay for a short while which could then be increased on a few subsequent occasions.

9.18.2. In addition, day assessment and therapy has the potential to enable earlier discharge from Deri Unit, particularly in conjunction with an enhanced model of community enablement support to include nights (as outlined below) and the use of Careline/Telecare.

9.19. **On-call community waking night support**

- 9.19.1. From the information gathered from Deri Unit from 01.01.15 to 31.03.15, the following supports further exploration of the potential for on-call night provision within the community:
- 9.19.1.1. 5 people required no assessment or support at night at all during their stay
 - 9.19.1.2. 13 people were either assessed as independent or night support stopped during stay
 - 9.19.1.3. 5 people required night support during the whole of their stay
- 9.19.2. Currently the only night cover that can be commissioned for the community is a whole night in a person's home (either waking or sleeping) carried out by an agency carer. It is possible to fund up to 3 waking nights from the Frailty budget, which tends to be used for community emergencies, transition home from hospital and occasionally from Deri Unit. March to May 2015, we have commissioned 21 night sits (8 service-users). Based on Allied's rate for a waking night, this is £140.30 per night, so a total of £2,946.30. Applying this to 12 months we would spend £11,785.20. It is not always easy to get timely feedback from the agency, and many people find it intrusive, and sometimes even stressful, to have a carer in their house overnight.
- 9.19.3. Previously there was a trial of on-call at night using the in-house home care team, which was linked to individuals who had a Careline /Telecare installed but had no family or friends to respond in an emergency. The uptake of this was very low initially but numbers grow to over 70 in the 18 months that the project ran. Due to shortages in funding the trial was ended. Individuals without a responder can now only be linked directly to calling out the emergency services. At the time, this trial was viewed largely as supporting the use of Careline/Telecare and the wider possibilities for use in individual care & support plans were not considered.
- 9.19.4. One proposal is that on-call night support could be one of the key elements available to care managers who are putting together short term Reablement packages to enable individuals to regain their independence whilst remaining at home, preventing some admissions to either hospital or Deri Unit, and also facilitating earlier discharge home from either location.
- 9.19.5. Currently there is on-call night provision for residents of Lavender Gardens who do not have a responder, and it is suggested that the funding for this be incorporated into this proposal to cover both Lavender Gardens and the wider community.
- 9.19.6. Of the recent 5 [12.5.15] that needed overnight support during their stay:
- 9.19.6.1. 2 could have potentially gone home sooner had there been on-call night support
 - 9.19.6.2. 1 could have potentially gone home had there been a combination of on-call night support and day assessment

- 9.19.6.3. 1 could have potentially gone sooner with on-call night support but had a flood in her house so couldn't have gone even if it was available
- 9.19.6.4. 1 could have potentially gone sooner with on-call night support but was waiting for tenancy to be sorted with Lavender Gardens as she was moving there.
- 9.19.6.5. The person who didn't need a 24 hour approach did have very severe confidence issues which could not be met with Reablement calls initially, but with day assessment available we might have been able to support her straight home.

9.20. **Key factors to support pace in discharge.** Set out in summary below are the key steps to increasing pace for discharge and allowing a safer reduction of the number of beds:

9.20.1. Staff Development & Integration:

- 9.20.1.1. Develop a new role profile and competency framework for direct care staff to ensure clearer focus on rehabilitative work.
- 9.20.1.2. Develop a generic role profile to support staff working across Mardy and community
- 9.20.1.3. Ensure all staff receive 6 day dementia care training programme.
- 9.20.1.4. All senior staff to have completed Occupational Therapy level 3 training
- 9.20.1.5. Ensure that the Deri Unit has a Band 7 therapy lead.
- 9.20.1.6. Increased levels of integration across all involved agencies.
- 9.20.1.7. In-reach of community enablement staff on to Deri and day assessment unit.

9.20.2. Re-focus of Deri – function.

- 9.20.2.1. Update Deri eligibility criteria
- 9.20.2.2. Create statement of purpose to clarify role and function of Deri. Share with all stakeholders including primary and secondary care.
- 9.20.2.3. Implement mechanisms to support greater integration and closer working between Mardy and community staff. To include urgent review process to prevent blocking of beds
- 9.20.2.4. Implement new data capture framework based on outcomes.

9.20.3. Care and Support Planning

- 9.20.3.1. Develop and implement integrated care and support framework.
- 9.20.3.2. In partnership improve the flow from NHH and back to home through:
- 9.20.3.3. More creative planning and use of resources.
- 9.20.3.4. Stepped return home.
- 9.20.3.5. Supported access to community resources whilst on Deri etc.
- 9.20.3.6. Ensure all processes support outcome based working as part of an individual's plan.

9.20.4. Implementation of day assessment provision

- 9.20.4.1. To prevent admission to Deri when night assessment or support not required
- 9.20.4.2. To support earlier discharge home from Deri.
- 9.20.4.3. To provide assessment where home environment prevents this.
- 9.20.4.4. To provide a stepping stone to day services.
- 9.20.4.5. To provide an intensity of physical rehab not possible in home environment
- 9.20.4.6. To provide short periods of rehab for individuals in community to maintain health & well-being.

9.20.5. Consideration of on-call waking night provision

- 9.20.5.1. To prevent some admissions to Deri.
- 9.20.5.2. To allow people to go home earlier from Deri.
- 9.20.5.3. To be used as a trial run for discharge.

9.20.5.4. To replace some of the frailty night sits (which could help to fund).

9.20.5.5. To replace Lavender gardens on call (could help to fund)

RECOMMENDATIONS:

- Management arrangements should be changed so that Deri becomes a therapy led unit.
- Implementation of new day assessment unit to provide more targeted support.

OUTCOME: We will support a truly integrated approach based on a joint approach with shared understanding of personal outcomes and the role of each member of the team. Staff structures develop the fluidity to support the person across service areas to promote consistency and relational approaches to support.

- 9.21. The current staffing structure has members of the AIS working on Deri alongside direct care staff who are managed by the officer team at Mardy Park. Feedback outlines some critical issues:
- 9.21.1.1. Officers feel in part excluded from the work of the AIS, referral process and care planning process.
 - 9.21.1.2. A disjointed feel to care planning and support is evident.
 - 9.21.1.3. Therapists feel that there is inconsistency in following therapy plans and goals could be achieved sooner.
 - 9.21.1.4. Staff are not clear as to the respective roles of each person
 - 9.21.1.5. Minimum staffing levels leave direct care staff focussing on physical care to the detriment of social welfare.
 - 9.21.1.6. Staff recognise the need to be involved in home visits and hospital visits to engage in the assessment process. Time limits and a feeling of having 'too much to do' prevent this
 - 9.21.1.7. The need to network and broaden their understanding of the respective roles of healthcare professionals
 - 9.21.1.8. There is some feedback from staff that at times they are unsure as to the purpose of people staying there and a sense that people shouldn't be there.
- 9.21.2. Recommendations to address these issues are cited elsewhere within the report; principally in staffing. With the integration of services and planning, clarity of leadership, new role profiles and the implementation of new models of service delivery we should go some way to overcoming these issues. Adoption of enhanced models of reablement

OUTCOME: Staff support, training and development supports their role within the integrated services team and they feel empowered to inform the on-going assessment process

- 9.22. Critical is that leadership should be practice led and based on working alongside the team. In addition creating clarity of purpose and a secure future staff will work within an environment that supports mutual support and creativity.
- 9.22.1. Night staff are involved in planning and training, and it is hoped that a review of the documentation will further support their contribution to promoting a 24 hour enabling approach.
 - 9.22.2. Monmouthshire's Dementia Care training, which focusses on relationship based care & support, will be delivered to all staff
 - 9.22.3. Most staff have attended training in personal outcomes
 - 9.22.4. Working parties have been set up to look at the environment and the provision of activities

- 9.22.5. A twice weekly multi-disciplinary meeting has been set up so that the whole team can focus on the individual's personal outcomes and progress towards these through their rehabilitation programme. This both supports and empowers the care & support workers to fulfil their role in delivering rehabilitation programmes
- 9.22.6. Domestic staff have been encouraged to attend the multi-disciplinary meeting, and also have been supported to record their contribution with breakfast preparation
- 9.22.7. Staff are being encouraged to work more flexibly across the whole service at Mardy Park to enhance person centred and relationship based approaches to care & support
- 9.23. Staff feedback has been mixed, as whilst they are generally in support of the new developments and approach, they are concerned about how the current staffing levels and rotas will support them to spend enough time with individuals whilst still carrying out essential duties such as the medication round; booking medication in and out on admission and discharge, etc. Key themes include:
- 9.23.1. ***Is there a way we could have supported individuals to return home sooner?*** Ideas discussed around graded return home – supporting people to spend time at home during the day initially; bed at Mardy being held open for them for 1 or 2 nights after discharge; provision of night support at home; carrying out more work in the community with people whilst on the unit.
- 9.23.2. ***Did everyone in the study really need to come into the unit?*** Discussed one lady in particular who had been transferred from an out of county hospital so we had not assessed her first, and agreed that it is likely we would have recommended she go straight home with reablement.
- 9.23.3. ***Could we do more to support people to start working on community connections whilst on rehab unit?*** Discussed being able to work in the community with individuals on the unit, and staffing levels was raised – general feeling that this put constraints on what was possible outside the building.
- 9.23.4. ***Could we do more to encourage people to engage in activities whilst on the unit?*** Discussed need to identify and prioritise time for activities; need to build up some resources and ideas; could get some ideas from people who have recently stayed on the unit; could attend activities on day centre.
- 9.23.5. ***What makes some people need 24 hour assessment or rehabilitation?*** Ideas were poor mobility and transfers; difficulty toileting at night; home environment unsuitable; high falls risk; anxiety and loss of confidence; poor safety awareness; will not accept support into own home; incomplete assessment whilst in hospital; recent cognitive decline; fluctuating physical health.

10. STAFFING

10.1. OVERVIEW

10.1.1. Mardy Park currently supports approximately 108 staff across integrated services.

Abergavenny Integrated Services Team	26
Abergavenny Community Nursing Team	22
Centre based direct care teams	47
Community based direct care teams	6
St David's Nursing Team	2
Protection of Vulnerable Adults Team	5
Total	108

The focus of the staffing review is on centre based direct care teams, although the accommodation requirements of all staff form part of the recommendations of the report.

TEAM	Posts	Hours
Day Services Team	6	150
Care Support Teams	15	353
Night Care Support Team	4	126
Domestic & Laundry Team	6	129
Kitchen Team	4	93
Officer Team	3	111
Handyman	1	30
Bank Staff	2	
Therapist [Band 7]	1	37
Therapist [Band 5]	1	37
Reablement Technician	2	50
Admin	2	
Total		

Taken from staff establishment list – not up to date but indicative of budget

10.1.2. There are current members of AIS sitting within the MP staff establishment list.

10.1.3. It is important to stress that only the care team can be considered as direct care base and the kitchen, admin and domestic teams are there to support all services within the building not just the function of direct care.

10.1.4. Following section is some additional general observations and findings in relation to the staffing at Mardy Park

OUTCOME: To be listened to, valued, contribution recognised, supported with strong and empowering leadership.

10.2. The last review which reported in 2010 has had a significant impact on the staff team and the feelings are still raw and apparent 5 years on. The current review and the time taken has helped on the one hand in that something is actually happening but on the other has re-surfaced feelings of anxiety regarding job security, the impact of changes on people receiving services.

- 10.3. The review team have met with the staff team on a regular basis including 1 to 1s with most of the centre based team. There is a contrast between those willing to be involved and those choosing to sit on the side lines. Individually all staff are engaged but as a group this dichotomy exists. Over time the numbers of people actively involved has increased. The commitment to Mardy Park and the people at the centre has maintained throughout but there has been a disconnect for some between supporting the future of Mardy Park and being involved. In essence there is view that the developments are going around them and are not connected to their day to day work; that MP and its current service model, for some, can continue in isolation. Whether the review team has failed to engage, or the person is fearful or in some cases that there is apathy I am unsure. This observation does not dilute the commitment of the team to the people using our services and as said an increasing number are actively working to move the service forward
- 10.4. In the 1:1s with staff, they are supportive of change and had many ideas to take the service forward. Critical issues raised by staff revolved around poor communication, being unsure as to what is going on. Unfortunately a strong theme emerged of a less than engaged relationship with some members of the senior team at centre. Issues of control, lack of trust and feelings of not being valued were strongly felt by some; but not all. Simple things like access to stores and a sense of having to ask permission to re-stock has a disproportionate effect on the team in that there is an implicit distrust.
- 10.5. Support mechanisms are not consistently in place and there is no regularity of staff meetings and other forums for communication. Supervision is sporadic and inconsistent. Conversely, daily handovers were disproportionately long with one hour set aside each day for all care staff. This has now changed to twice weekly and includes the domestic team who have an invaluable role to play in the support of people staying.
- 10.6. The staff team as a whole recognise the need for integration and are asking for closer relationships to exist. Some staff even suggesting socials with GPs, nurses and others as a way of developing broader relationships outside of the AIS.

RECOMMENDATION - A leadership model is developed which focuses on support for the staff, rather than management and control.

RECOMMENDATION A staff forum is created which allows staff to contribute to and seek explanation of...

RECOMMENDATION – The supervision and appraisal framework is reviewed in line with changes elsewhere in direct care to ensure that it is focussed on support and development.

A staffing structure is developed which is proportionate to service provision and is sustainable in the long-term.

Staffing structures incorporate sufficient fluidity to support the person across service areas to promote consistency and relational approaches to support.

- 10.7. Some of the **recommendations** are cited elsewhere in the report but for ease, those affecting staffing are all given below.
- 10.8. **DAY SERVICES**
- 10.8.1. Changes to the staffing below are dependent on the reduction of the service from 7 to 6 days per week. As outlined the current staffing structure does not support the staff to:
- 10.8.1.1. Provide a flexible activity programme which combines groups with activities for individuals and time to spend develop a relationship based approach to support.

- 10.8.1.2. Plan and develop the service in advance of people attending so that the content of days is not supporting people according to their personal outcomes and specifically what a good day looks like.
- 10.8.1.3. To develop and maintain community based support and activities.
- 10.8.1.4. To work flexibly across the week so that staff presence is focussed on need on a particular day.
- 10.8.1.5. Receive the support and input from a dedicated senior member of the team.
- 10.8.1.6. Maintain a range of transport options for people attending. Transportation is via the centre bus only but if staff were available then the lease vehicle could be used and also a member of staff would be present for people attending via their own transport.

RECOMMENDATION: In consultation with the staff team re-organise staff rota (within existing resources) to maximise staff presence during the times that people are present in the centre. Typically this will be staff working either an early or late shift of 9am – 3pm or 10.30am to 2.30pm.

RECOMMENDATION: Create a new post of day services lead who is predominantly hands on but has specific duties to support the team and co-ordinate the planning of services and ensure a prompt and relationship centred approach to new referrals.

RECOMMENDATION: review current role profile and develop to support a relationship based approach to support.

10.9. RESIDENTIAL CARE SUPPORT

- 10.9.1. Given the recommendation to reduce the number of rehabilitation beds to five places and the number of respite beds to two, a staffing structure needs to be developed that does balance the needs of the service but is comparable with other services and sustainable.
- 10.9.2. The current structure of 1.5 care staff per wing, does, in part, lead to a focus on physical well-being with insufficient time to focus on the social and emotional needs of the people staying at MP.
- 10.9.3. The evidence from the review illustrates the increasing complexity and higher level of support needs people may have.
- 10.9.4. An integrated model and a more proactive approach to therapy and assessment requires more time set aside to input into therapy programmes.
- 10.9.5. The introduction of a day assessment unit will require additional staff resources.
- 10.9.6. If services are to support the person from hospital, residential and community a staffing model is required that supports this fluidity. This will reduce service 'hand-offs' and improve relationships and consistency.
- 10.9.7. Currently there are two waking night staff to support a maximum of 15 people. If the number of beds are reduced to 8 then two waking nights represents a disproportionate cost and staffing ratio. During the 3 month intensive review there was one person who sometimes needed assistance from two people for transfers but this varied. At night however, he was largely independently.

RECOMMENDATION: Combine the role of staff working on Deri and Cefn and reduce dedicated staff compliment from three people to two members of care staff.

RECOMMENDATION: Develop new combined role profile for all care staff so that cross boundary working is implicit.

RECOMMENDATION: create new rota which incorporates floating support hours (x5) for each day to:

- Support the new day assessment unit.

- Create flexibility in the fixed rota to support staff to work across Deri, day assessment, day service, hospital based and community settings.
- Ensure sufficient capacity to support care staff's active involvement in rehabilitation programmes.
- Ensure sufficient flexibility to meet all of the person's needs.
- Ensure the involvement of front line staff in the initial assessment processes.

RECOMMENDATION: Reduce night staffing to one, with a second person sleeping in to support in the event of emergencies.

RISK: reducing the night staffing will mean a change to eligibility criteria so that people who require the support of two during the night will not be able to access the service.

RISK: CSSIW may have a view that the presence of one member of waking nights is not sufficient.

MITIGATION: spot purchase waking nights from the independent sector as and when needed.

10.10. DOMESTIC & LAUNDRY TEAM

- 10.10.1. There are currently 105 hours of domestic and 24 hours of laundry support; roughly equivalent to 2.85 and 0.65 FTE respectively. The team comprises 4 x 18.75 hour posts, 1 x 30 hour post and 1 x 24 hour laundry post.
- 10.10.2. The team have dedicated areas of responsibility and the current cleaning regime appears manageable within existing resources although the team state 'the building is not as clean as it once was'.
- 10.10.3. The following feedback was received from the team in group meetings and in 1:1s:
- 10.10.3.1. That there is too much separation between respective job roles and that some members of the wider MP staff team will not attend to immediate matters if they do not consider it part of their job.
- 10.10.3.2. The team can at time feel under-valued and not trusted at times
- 10.10.3.3. The team are keen to play a more active role in the development of services at MP. This included a real enthusiasm for the role of centre to support small local enterprises and wish for all the team to have more direct contact with people needing our support.
- 10.10.4. The team have responsibility for supporting people with the preparation of breakfast on the wings. They also recognise the value of promoting involvement and independence with domestic tasks. However, they have received no training in enabling approaches and are not sufficiently involved in the care and support planning process.
- 10.10.5. During the last review the team was significantly cut. It is not recommended that any further changes be made to the domestic team. This is in consideration of the size of the building, the diverse range of duties, the need for greater involvement in enablement and the potential additional responsibilities that the development will create.
- 10.10.6. The domestic team are currently paid at Band B which is not in line with other similar posts within the county.
- 10.10.7. The post of laundress at the centre is valued but similar reviews elsewhere have seen this role removed and duties transferred to members of the night team. The recommendation of this report is that this post be retained for the following reasons:
- 10.10.7.1. The above proposed changes to night staffing mean that a transfer of duties would not be possible.
- 10.10.7.2. The laundry fulfils an important function not only for the building but also in undertaking community laundry. The development of the community laundry needs to be

moved forward. In addition there is a real potential for the development of a small local enterprise that would include laundry and seamstress services.

10.10.7.3. To support the above laundry needs to be available 365 days of the year which would not be possible with current arrangements/.

10.10.7.4. We need to retain flexibility to support additional pressures on the kitchen team and the domestic team.

RECOMMENDATION: re-write role profiles for all domestic and laundry staff to support a flexible approach and to ensure that participation in rehabilitation programmes is implicit. This will include making the role of domestic and laundry assistants combined.

RECOMMENDATION: submit role profiles for evaluation to ensure consistency of grading across the county. Budgets prepared on the basis that all staff will be paid at Band C.

RECOMMENDATION: Make enablement and dementia care training available to all domestic staff.

RECOMMENDATION: explore the development of a small local enterprise for laundry and seamstress services based from the centre.

RECOMMENDATION: introduce the role of senior domestic assistant to support the team and undertake all ordering, planning etc...

RECOMMENDATION: Change staff contracts so that all staff work equally across all areas within the building and to take account of increased pressures due to café areas and increased traffic. Initially, this is proposed as 6 x 24 hour contracted posts.

10.11. **HANDYPERSON.** Currently employed for 30 hours per week, the role is somewhat confused and from discussion this person is pulled in a number of different directions. The role requires this person to support the day service, support collections as well as undertake a number of jobs around the building. Some areas of the centre are in disrepair and there is a need for this role to focus here.

RECOMMENDATION: Create and annual maintenance schedule

RECOMMENDATION: Review Handy person's role to ensure clear focus on priority areas.

10.12. **KITCHEN TEAM**

10.12.1. The team is currently staffed with 1 x 30 hour & 1 21 hour cook posts and 2 x 21 hour kitchen domestic posts

10.12.2. The hours that the cooks work are different and I am not clear as to why this is.

10.12.3. The standard of food is viewed as very high and the choices / menus are balanced and well planned.

10.12.4. There is huge potential within the kitchen team but the team dynamic makes progress difficult.

10.12.5. During development meetings some very honest conversations have taken place about the need to embrace change in the context that their role must broaden if the team is to be sustainable in its current form.

10.12.6. The manager of Monmouthshire Meals is currently working with the team to develop systems so that additional responsibilities as a result of the community café can be incorporated within existing resources.

10.12.7. Consideration needs to be given in terms of a professional lead for the kitchen team to ensure a focus on team and skills development

RECOMMENDATION: Assess staffing following systems review and consideration of a new kitchen lead post.

10.13. **ADMIN TEAM** - With the forthcoming admin review across the directorate, the admin arrangements have not formed a full part of the review. However, in the context of the review the following issues are highlighted for consideration:

10.13.1. Currently there are 2.40 FTE admin posts within direct care services (at Mardy Park) that provide support to homecare, residential and day services. There is a crossover of roles between services but an approximate 1 X FTE is dedicated to the residential and day services with additional responsibilities to cover reception 5 days per week.

10.13.2. A proportion of work is to receive visitors, enquiries and phone calls on behalf of the AIS and Abergavenny Community Nursing teams.

10.13.3. Currently the reception is covered until 4pm Wed – Friday.

RECOMMENDATION: consideration during the forthcoming countywide admin review of creating a centre based admin team to support all functions of the centre.

RECOMMENDATION: Support for reception cover is provided in part from the AIS and Community Nursing Team. In addition reception cover may also be available via the OAMHS team as part of the co-location of services at the centre.

RECOMMENDATION: changes to reception cover rota to ensure cover until 5pm, five days per week.

10.14. **THERAPEUTIC INPUT**

10.14.1. Therapeutic input is provided to Deri by 0.5 FTE physiotherapist (approx.) and 1 x FTE Band 5 Occupational therapist. In addition a Band 7 Lead OT (funded via ICF) is supporting the enhanced enablement model of community support and overseeing the development of Deri Unit in partnership with others.

10.14.2. As highlighted there is a separation between members of AIS and the direct care team in terms of integration and a shared approach to rehabilitation. There are a number of opinions in terms of why this is but going forward it is clear that a role is needed to bridge this divide which will:

10.14.2.1. Take responsibility for the professional supervision of staff; their training, development and day to day work planning and guidance.

10.14.2.2. To take overall responsibility for Deri; including capacity management, medication, risk management, referrals etc...

10.14.2.3. To take overall responsibility for the day assessment unit.

10.14.2.4. To roll-out the learning from the enhanced enablement model of support to all services.

10.14.2.5. To develop, promote and support an active approach to respite services.

10.14.2.6. To provide direct therapeutic input and to cover in the absence of other therapists.

10.14.2.7. To work alongside the Band 7 Community OT to ensure cover in each other's absence and to provide a seamless approach to therapeutic input.

10.14.3. To support and actively promote cross boundary working.

RECOMMENDATION: Current therapeutic input is ring-fenced to Deri and the Day Assessment Unit

RECOMMENDATION: Create new Band 7 Lead OT role dedicated to active respite, the Deri unit and Day Assessment

10.15. **MANAGEMENT:**

10.15.1. Primarily the management team and philosophy must support the staffing structure outlined above. The approach should be one of leadership with the emphasis on support and not control.

10.15.2. The posts of Head of Care and Assistant Head of Care are in the above context disproportionate to the needs of the service. In effect a 3 x FTE super-numery team to support a wing with 8 people is not sustainable or merited.

10.15.3. The leadership team must focus on support and working alongside the care team and others to promote the highest quality of services.

10.15.4. If the recommendations to reduce residential provision are approved then we will need to be mindful of requirements to CSSIW and partners in commissioning.

RECOMMENDATION: The current management model should be replaced by the following:

- One of the two staff dedicated to Deri should be in a senior role and should sleep over. This role will need to be defined but will be at least 75% hands on with additional responsibilities around medication, etc...
- Operational responsibility for the line management of the four senior care staff and senior day care will fall to the Lead Manager for Residential and Day Services who works across Severn View and Mardy Park.
- Professional supervision will be provided by the Lead OT for residential and day [assessment] services.

Staff configuration:

- The current policy for placing staff at risk outlines the following criteria. Clearly the significant changes above will mean that there will be a smaller staffing contingent required to support services at MPRC.
- It is critical that we balance three things when re-sizing services:
 - That early retirement or redundancy may be a favourable option for some staff.
 - That staff can demonstrate their reliability (and attendance) to support the consistency that is required if the service is to develop and we can meet people's personal outcomes
 - Above all, that they are able to demonstrate that their identity and beliefs are in keeping with a proactive, relationship based approach to supporting people.

11. ACCOMODATION & INFRASTRUCTURE

- 11.1. The centre is laid out broadly on four wings; Abergavenny wing forming the entrance and main public areas, day services, kitchen, laundry and the base for community direct care services. The Skirrid wing is the base for Abergavenny Integrated Services Team and Community Nursing Team. Cefn wing supports long term and short term residential services and lastly Deri is the rehabilitation wing providing residential support on discharge from Neville Hall Hospital and to prevent admission



Infrastructure, services and systems will support and be proportionate to the demands of a multi-agency community resource centre.

- 11.2. The reality is that the current accommodation and infrastructure is suitable for a residential home. Designed and built to support 20+ residents and a day services; all supported by a staff team of 50. The centre is still home to residential and day services but the number of staff who call Mardy their base has risen to 108. The lack of car parking has become a focal point in terms of evidencing inadequacy but the poor infrastructure extends to include for example; an overburdened electricity supply, lack of space, poor IT and systems infrastructure and inadequate facilities. Simply, the movement of various teams to be based at Mardy has not been sufficiently supported with the corresponding changes and improvements so a centre has emerged that is struggling to cope. There is clearly a negative impact in terms of health and safety but there is also an impact in terms of effectiveness and the well-being of all those that visit and are based at the centre.
- 11.3. Whilst some of these issues have started to be addressed over the last twelve months there is still a considerable distance to travel to ensure that the above outcome is met. Moreover, the demands placed by the development agenda set out will place an even greater burden on the centre and the need to improve infrastructure is essential to support the services moving forward. Simply, the centre will not be able to develop. For example, due to delays in construction of the car park I have prevented the opening of café and any health based clinics until such time that this is in place due to the clear health and safety implications.

- 11.4. Funding from the Intermediate Care fund secured in April 2014 has enabled us to progress some improvements. These have clearly been made in advance of the review concluding but have been in part directed by feedback and consultation received as part of the consultation days and from discussions with staff and others.

Day Service Spaces	As outlined in the day services section significant changes have been made to the day service areas to improve furniture, layout, privacy etc...
Communal Spaces	We have undertaken some structural changes and the entrance is now an open plan communal space including agile working and the community café. From chairs to computer desks; the café furniture has been carefully selected to address the varying needs of the community. Occupational therapists and reablement officers were consulted over the design of each piece of furniture
Clinical Spaces & Equipment	We have created one clinical area in response to requests made by the Community Nursing Team and the development of these areas is discussed below
IT and telephony	Telephone systems and the IT infrastructure to support co-location of partner agencies and colleagues in health services has been upgraded. This has included significant improvements to the line speed so that internet access will support multi-media, increased use and extend to external areas in the Abergavenny wing. We were also very keen to respond to the increasing pressures on our aging community to be digitally inclusive and therefore felt it was important to incorporate web and digital accessibility into the design of the café. We will introduce a PC and iMac into the café on opening and will encourage users of all age to use them to learn, create and communicate with others
Car Parking	Plans were developed last year but due to unfortunate delays, these plans were not considered until March this year. The planning approval was deferred to consider alternate proposals. Alternate designs in consultation with local residents have been submitted and will be considered at the July planning committee.
External access and spaces	We have given limited access to the outside areas for some groups and this will increase once safe access can be provided. In addition we have created an additional patio area and provided direct access from the café area.
Main Kitchen	To support the developments across the centre we have been able to upgrade some of the kitchen equipment. We have also created and fitted out a servery for café in the main reception area.
Furniture	In addition to the above, we have been able to purchase some additional furniture that will support developments going forward.

OUTCOME: Mardy Park is a great place to work that supports well-being and the different needs of individual staff members

- 11.5. The co-location of teams and services has overall been a huge success but it has to be implicit that well-being and outcomes of the people we support is directly linked to the well-being of the staff responsible for supporting them. At MPRC teams are not just co-located; there is clear evidence of integration but the teams migrate to specific areas which prevents the further levels of integration. This is best evidenced by the development of place based working. If this is to positively impact the

outcomes for people it cannot simply be co-location. We must create an environment that promotes inter-agency relationships and the informal benefits that derive. This must see team members working alongside a diverse range of stakeholders, not just their colleagues.

- 11.6. The welfare of staff will be further supported if we provide environments that support their individual style of working and also accommodates the nature of the work that they are undertaking. By undertaking simple personality tests we know that broadly people will fall loosely into two categories; introverts and extroverts. As with all things, these are not two distinct groups and people will fall somewhere on a scale between the two. However, we know that introverts will thrive in certain environments and extroverts in a different environment. Current accommodation is largely shared spaces with up to 15 people working from one office. Additionally, this working environment does not take account of the different environments required to support a diverse range of duties. Specifically, report writing, confidential conversations, meetings etc...

RECOMMENDATION: To achieve the required balance to support different styles and different duties a comprehensive accommodation review should be undertaken, in consultation with all teams, using specialist advice to support the design.

- 11.7. Based on work to date an estimate of current accommodation requirements is given in the next section.

The centre and its facilities will support new services, partnerships, co-location and place based approaches to service delivery and signposting.

- 11.8. To support the development of the health and well-being pathway it is critical that key services are based and available at Mardy Park. However, managing a diverse range of services within a hub alongside wider community access has its challenges and there is a need to balance community access with security and confidentiality. The demands on space within the centre are high and set out below are the key commitments that need to be accommodated as part of the overall developments. All room allocation must be on the basis that they are multi-functional and shared spaces.

11.8.1. The potential to co-locate with elements of Older Adults Mental Health services has been discussed for a number of years. The model to wrap support around the person is a central tenant of the development of the community hub and to remove wherever possible hand-offs between different components that form part of the same support pathway. Locating key memory assessment services and consultant led clinics will place this key element alongside rehabilitation, assessment, specialist provider and third sector support. Moreover, it will support people at difficult times to remain part of their community. A number of rooms for clinics, pre-assessment testing and family support need to be made available.

11.8.2. In partnership with others we need to facilitate and support family training, guidance and support for families and carers of people with dementia at the time of diagnosis and longer-term.

11.8.3. To support a more diverse range of rehabilitation services as outlined earlier in the report space needs to be set aside for a day therapy unit within the centre.

11.8.4. To support the development of placed based working, additional shared office accommodation needs to be made available within the site to promote agile working from the centre from a broad range of representatives from 3rd sector organisations.

- 11.9. To mitigate the current lack of space on Skirrid wing and to support flexible solutions to the current working environments additional space be made available elsewhere within the building. This needs to include a permanent base for the five members of the Protection of Vulnerable Adults team.
- 11.10. To support a variety of activities and personalisation within day services, additional space needs to be created.
- 11.11. Mardy Park must support a diverse range of information and access to support to services. It is critical that there is sufficient space to multi-media displays as well as a broad range of written literature.

RECOMMENDATIONS:

- The Abergavenny wing is set aside primarily for 'front facing services' and homecare offices are re-located within the centre as part of the accommodation review.
- The rooms marked 1 – 4 on the attached layout schedule are ear-marked for memory assessment services, family support, interview rooms and areas for private conversations. These rooms are in addition to the health clinic already designated – marked '5' on the layout.
- All residential services, whether long term, short-term or rehabilitative should be based on Deri wing. **NB** Please note that this is the ideal proposal but the long-term resident will be given the choice to move wings or remain in her current room.
- The residential and day services offices are combined and relocated to room '6' on the layout.
- The room marked '7' on the layout is proposed as the new location for the sleeping-in room.
- The room marked '8' on the attached layout should be set aside for the day assessment unit.
- All remaining office spaces on Skirrid and vacant rooms on Cefn should be set aside as part of the detailed accommodation review.
- Additional off-site meeting and agile spaces at Maindiff Court should be negotiated with the Aneurin Bevan University Health Board as part of the discussions to site health based services at MPRC.
- A budget is set aside to support the accommodation review and the necessary alterations needed to change use.

12. FINANCES

The financial framework within which the resource centre operates is proportionate and comparable with other funded services in terms of spend and outcomes.

- 12.1. The current combined staffing budget for services at Mardy Park stands at £975,259. This supports all services and ancillary support at the centre. In analysing the current budgets there are a number of anomalies in the staff establishment list. Specifically, posts not listed, posts wrongly coded to the budget and hours.
- 12.2. ABUHB contribute approximately £147K funding. The S33 agreement would need to be re-written to detail change and broadening of rehabilitative services as well as the introduction of numerous health led services to the centre.
- 12.3. The current and future breakdown of staffing costs is given in detail in Appendix 1 but in summary below:

Current Staffing Arrangements				Proposed Staffing Arrangements		
Current roles	Budget hours	Actual hours	Costs	Revised roles	Hours	New costs
Management Team	111	111	123,321	Therapy Lead	37	50,192
Night staff team	126	126	123,479	Night staffing	63	61,739
RSO Cefn	165	165	123,510	RSO Senior Care**	101.5	95,278
RSO Deri	150	150	116,238	RSO Care**	128	98,506
Day Services	150	150	110,835	DSO Senior	30	27,711
				DSO Care	120	86,244
Tech & Therapy***	87	74	87,661	Tech & Therapy***	74	79,117
Admin	37	15	24,711	Admin	15	9,930
Bank Hours	38.5	0	26,224			
Sleep Over	n/a	n/a	15,607	n/a	n/a	15,607
Domestic & Laundry Team	105	129	60,673	Senior Domestic	24	17,217
				Domestic Team	120	75,393
Kitchen Team	93	93	65,129	Kitchen Team	93	65,129
Handyman	30	30	21,894	Handyman	30	21,894
Sub total		1,043	899,283	Sub Total	835.5	704,008
Cover / balancing*			75,976	Cover / Balance		59,841
Total			975,259	Total		763,849
				Savings		211,410

* Balancing figure – cover at 12% but not applicable to all posts so a balancing figure of 8.449% is used.

** Includes support to day assessment unit.

*** Band 7 therapist post in wrong budget – Band 5 in post so hours correct but grading incorrect. Tech time is community based. Therefore total therapist cost is c£28K

- 12.4. As outlined, staff would be offered the opportunity to express an interest in voluntary redundancy. Costs schedules are given in the attached for all staff. The number of redundancies would be limited and would fall only in officers and RSO roles. Exact calculations will be supplied following consultation with the teams.

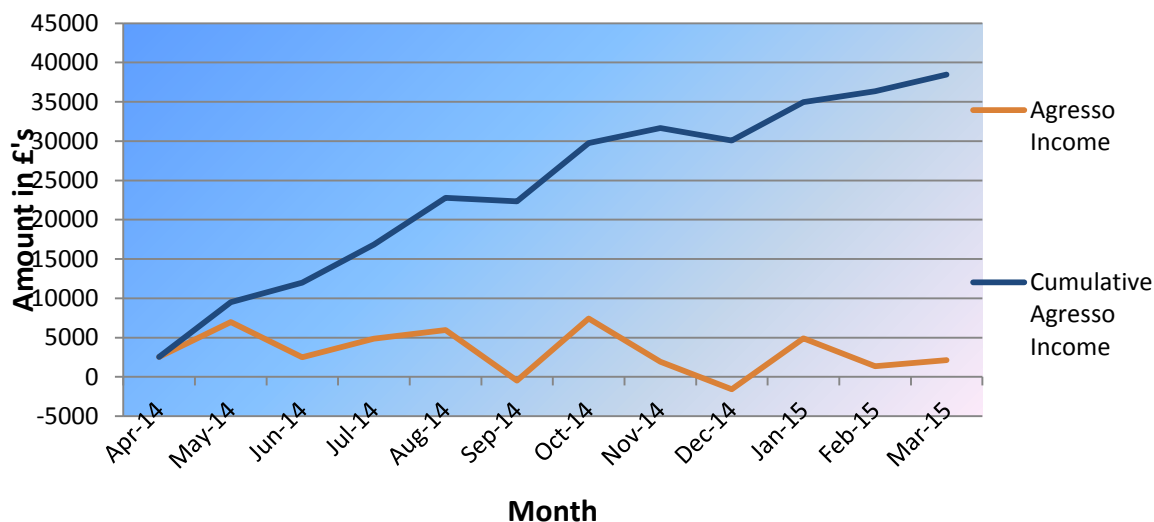
12.5. Adjustments to current budgets in terms of supplies, services etc...need to be considered. Current budgets are reasonably balanced but once the centre is fully functioning, there may be a need to revisit supplies, services and infrastructure costs.

12.6. There is a need to do further remedial work on the upkeep of the centre. Maintenance and all budgets currently sits with Property Services. As with all SCH establishments we have no way of knowing whether any maintenance work is scheduled.

RECOMMENDATION: Review of current arrangements with Property Services and a whether a distinct budget is set aside to support a maintenance schedule.

12.7. Current income levels stand at £118K budget with a shortfall of £73K forecast for this year. Income budgets were historically set and based on a number of long term residents. With a reduction in respite there will be a cumulative impact on the income budgets for MPRC and accordingly the budget as a whole. The table below illustrates current income levels current for respite. Based on 60% occupancy this will potentially drop by approximately 60%.

Mardy Park Respite Income 14-15



12.8. There is a shortfall in funding for the car park. Despite the compromise design being smaller the costs have risen by £50K. There was a shortfall in funding anyway of £10K so total shortfall is £60k. This is due to site costs previously being a part of the wider capital works programme. Therefore we are paying site infrastructure twice. Additionally industry rates have risen dramatically in the last 6 months. We will not know the exact costs until tendered.

12.9. The remodelling of the centre will require investment – estimates given in Appendix 2 and as set out earlier in the report.

12.9.1. £6,260 to fund external projects, with an annual budget of £2,500.

12.9.2. Change of room use is estimated at £3,000 per room. Details of financing will not be available until the accommodation review has completed but would estimate between 8 and 12 rooms requiring alteration.

12.10. There may be replacement costs for some service re-design. Again, details will be provided during the implementation phase but an estimate of £24,000 is given for shared lives as a replacement for respite services.

12.11. Total investment costs as estimated at £100k.

12.12. Savings as part of Mandate 34 are not due until the financial year 17/18 so savings on 16/17 could be utilised to fund the shortfall.

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Background:

Mardy Park was opened in 1997 providing residential services, respite and day services. A number of reviews have seen incremental changes to the services and purpose of the centre:

- Opening of rehabilitation unit to support early discharge and prevent admission to Neville Hall Hospital in 2000.
- Closure of one residential wing to support the integration agenda and location of the Abergavenny Integrated Services team.
- Review of services and reduction of respite places and decision to not offer new long term residential placements at the centre. The review report [2010] headlined:

“Mardy Park will be a community hub for health and social care services, primarily focused on older people, in north Monmouthshire for the next 10 – 15 years. There will be a range of services in place that provide outcome focused, help to people when they need to keep them living independently and which are capable of acting rapidly to prevent hospital admissions.”

The current review of Mardy Park was set up to critically evaluate the current service model and more importantly to assess the role that Mardy Park Resource Centre should play moving forward. Overall, the emphasis of this review is on the future.

Early on in the review we established a framework for development; building on the conclusions that Mardy Park should remain an integrated services hub for the next 10 years. The framework is built on a simple health and well-being pathway set out below:

DEVELOPMENT FRAMEWORK – HEALTH AND WELL-BEING PATHWAY
The role that Mardy Park has to play to support the community to support itself to stay well through facilitation of groups, hosting events, improved access and information
The development of enhanced intermediate care services that support people in the short term.
The enhancement and development of longer term support services aiming at best practice in the provision of health and social care services.
The development of an enhanced and consistent end of life care pathway.

The development of Mardy Park cannot sit in isolation. The context of the review is critical; both in terms of the sustainability of its recommendations and also ensuring the development supports other key priorities. Key drivers include the national and local policy agenda, to stay in sync with the Older Adults development programme and to ensure long term sustainability to promote an environment where staff can feel confident and supported to innovate.

Key outcomes / re-design principles:

- A sustainable model is developed that creates an environment where all stakeholders are clear about the future of MPRC and its role in supporting and facilitating the community to stay well.
- That the human and financial resources are proportionate and comparable with other service models in terms of the outcomes achieved and the services provided.
- That at its core the centre is a part of the local community.
- The centre will support a placed based approach which underpins the next stage of integration whereby all key stakeholders are enabled to deliver from Mardy Park. We understand that Integration is not just about health and social care services working together; it is working with whoever the person at the centre needs us to. In the context of supporting people, integration is about partnerships and working together with families, the local community, the 3rd sector and all other stakeholders.
- That all changes are evidenced based and service re-design is supported by a diversification of services to ensure targeted support that improves choice and control.

Key themes of the review:

- Infrastructure that supports the way forward; car parking, café, accommodation review and IT systems.
- Co-location of key services including critical Older Adult Mental Health Services, Aneurin Bevan University Health Board clinics and 3rd Sector organisations.
- Review of current service demand and future requirements in the context of the above agendas. This includes residential, respite, day and rehab services.
- Management and leadership arrangements.

The main phase of the review has now completed and we have entered the reporting and consultation phase. A very brief overview of timelines is given below:

Date	Stage
17.06.15	Initial approval DMT
8.07.15	Final approval
14.7.15	Group consultation with staff and reps
20.7.15	Staff 1:1s
Mid-August	Staff consultation period ends
21.8.15	Reports released to Select & cabinet
1 9.15	Select committees
24.09.15	Full Council – Car Park scheme
6.10.15	Cabinet
7.10.16	Implementation process commences



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The “Equality Initial Challenge”

Name: Mardy Park Resource Centre review and redesign Service area: Direct Care Date completed:14.08.15		Please give a brief description of what you are aiming to do. The review of North Monmouthshire’s Integrated Services hub to ensure clarity of strategic direction, consistency with other hub areas and review of current service delivery from the site.	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age			Increased access for older people to the hub. Greater range of services for older people to improve choice and control.
Disability			As above
Marriage + Civil Partnership		Not affected	
Pregnancy and maternity		Not affected	
Race		Not affected	
Religion or Belief		Not affected	
Sex (was Gender)		Not affected	
Sexual Orientation		Not affected	
Transgender		Not affected	

Welsh Language			Improved information made available at the site will be in welsh language format wherever possible.
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Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
▶	▶
▶	▶
▶	▶
▶	▶

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Signed Colin Richings
Dated: 14.08.15

Designation: Implementation Lead

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
The proposals set out in the report on the review of Mardy Park Resource Centre	Social Care and Health / Direct Care
Policy author / service lead	Name of assessor and date
Colin Richings	Colin Richings 14.08.15

What are you proposing to do?

Implement the recommendations falling out of the review of Mardy Park Resource Centre. Specifically:

- Restructure to the staffing team to create greater flexibility, a hands-on approach to leadership and ensure that resources are proportionate to the services at the centre and the outcomes achieved.
- Introduce new models of support to create more flexibility, improve service focus and create more choice and control for the people receiving our services.
- Establish a community café and other resources for the local community to support them to stay well, receive support and the opportunity to contribute themselves.
- Consolidate residential services (in response to current demand and in the context of new models of support) to one wing at the centre.

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

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

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Please give details of the negative impact

The reorganization of the staffing at Mardy Park is in the context of a pre-dominantly female workforce. Any resultant job losses may therefore affect proportionately more women.

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

The review at Mardy Park has involved extensive consultation with the staff teams. We will adopt the protection of employment policy and hold any vacancies to give the greatest opportunity for re-deployment. However, staff will be invited to express an interest in voluntary redundancy.

The review at Mardy Park has involved extensive consultation with the local community which included two consultation days with in excess of 600 people attending over the two days.

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

Questionnaires, ideas trees and suggestions taken at the above consultation days.

Extensive consultation via 1:1 meetings and group meetings with staff working at the centre.

Extensive consultation with partner agencies and with the 3rd sector and the voluntary sector

Signed.....Colin Richings **Designation**.....**Implementation Lead**.....**Dated**.....14.08.15.....

The “Sustainability Challenge”

<p>Name of the Officer completing “the Sustainability challenge”</p> <p>Colin Richings – Implementation Lead</p>	<p>Please give a brief description of the aims proposed policy or service reconfiguration</p> <ul style="list-style-type: none"> - Restructure to the staffing team to create greater flexibility, a hands-on approach to leadership and ensure that resources are proportionate to the services at the centre and the outcomes achieved. - Introduce new models of support to create more flexibility, improve service focus and create more choice and control for the people receiving our services. - Establish a community café and other resources for the local community to support them to stay well, receive support and the opportunity to contribute themselves. - Consolidate residential services (in response to current demand and in the context of new models of support) to one wing at the centre. 		
<p>Name of the Division or service area</p> <p>Mardy Park Resource Centre, Direct Care, Social Care & Health</p>	<p>Date “Challenge” form completed</p> <p>14.08.15</p>		
<p>Aspect of sustainability affected</p>	<p>Negative impact</p> <p>Please give details</p>	<p>Neutral impact</p> <p>Please give details</p>	<p>Positive Impact</p> <p>Please give details</p>
<p>PEOPLE</p>			<p>Better access to support, information and council resources</p>

Ensure that more people have access to healthy food			Introduction of community café using locally sources and grown produce wherever possible
Improve housing quality and provision		Not affected	
Reduce ill health and improve healthcare provision			<p>Significant improvement to care pathways, access to support and a more targeted approach will improve access, quality and speed of response.</p> <p>Co-location of health based services and future development of other health services at the centre</p>
Promote independence			Improved range of intermediate care services for all people in need of short term support.
Encourage community participation/action and voluntary work			<p>At the core of the developments is improved access to council resources. The proposals include a community café and a venue already for numerous local support groups.</p> <p>Recently appointed volunteer co-ordinator will improve opportunities for people to contribute.</p>
Targets socially excluded			As above. Focus of volunteering is to target people who are isolated. Services will also develop to have

			an increased focus on community outreach.
Help reduce crime and fear of crime		Not affected	
Improve access to education and training			As part of the development of support for people with dementia, training specifically for families is currently being written and will be delivered from Mardy Park.
Have a positive impact on people and places in other countries		Not affected	
PLANET			
Reduce, reuse and recycle waste and water			External developments and new community growing schemes have already progressed and these through various projects will support each of these elements
Reduce carbon dioxide emissions			
Prevent or reduce pollution of the air, land and water			
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)			
Protect or enhance visual appearance of environment			
PROFIT			

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Protect local shops and services			Potential for local business to advertise and have 'pop-up' shops at the centre
Link local production with local consumption			Via the community cafe
Improve environmental awareness of local businesses			Potential for local business to advertise and have 'pop-up' shops at the centre
Increase employment for local people	As a result of the changes there will be a small number of redundancies		
Preserve and enhance local identity and culture			Through exhibitions in the centre and in the café.
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		To be considered as part of future developments	
Increase and improve access to leisure, recreation or cultural facilities			Via the café, improved information and by adopting a joint approach with other centres in the Abergavenny area to share information

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

➤ <i>Redundancies as a result of the changes</i>	➤ By holding all vacancies within the direct care in the north.
➤	➤
➤	➤
➤	➤

The next steps

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

Proposals are detailed in the full review report. If given approval a steering group will be established with a number of work streams will be established with representation from all stakeholders.

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

As stated above, we will hold any vacancies to give the greatest opportunity for re-deployment. However, staff have been invited to express an interest in voluntary redundancy. This can be a positive choice for some in terms of nearness to retirement.

Signed

Colin Richings

Dated 14.08.15



SUBJECT:	Consultation to establish a 55 place ALN facility at Monmouth Comprehensive School whilst amending the capacity of the mainstream school to 1600.
MEETING:	Cabinet
DATE:	7th October 2015

1. PURPOSE:

- 1.1 The purpose of the report is to seek approval to consult on the proposed alterations to Monmouth Comprehensive School.

2. RECOMMENDATION:

- 2.1 To agree to undertake formal consultation on the proposed establishment of a 55 place Special Needs Resource Base (SNRB) at Monmouth Comprehensive School.
- 2.2 To agree to undertake formal consultation on the proposal to amend the capacity of the mainstream school to 1600 from September 2017.
- 2.3 To agree the attached formal consultation document, Appendix 1.

3. KEY ISSUES:

- 3.1 In April 2015, Welsh Government agreed Monmouthshire's bid to establish a new 1600 place mainstream school and 55 place ALN facility in Monmouth.
- 3.2 In line with the School Standards and Organisation (Wales) Act 2013 we are required to follow statutory procedures if significant changes are made to a school. The timeline for the consultation process is attached at Appendix 2.
- 3.3 Welsh Government recommend that *"where there are more than 10% surplus places in an area, local authorities should review their provision and should make proposals for school reorganisation if this will improve the effectiveness and efficiency of provision"* Reduction of surplus places is one of the key criteria for Welsh Government when assessing business cases for 21st century schools funding.
- 3.4 Numbers on roll at the school have remained static for the last 3 years. The authority wide percentage of surplus places for all 4 secondary schools is currently 17.01%. If this proposal was to proceed and the capacity was reduced along with Caldicot School, the projected percentage of surplus places for January 2016 would decrease to 13.3% across Monmouthshire as a whole.

- 3.5 An analysis of parental preference undertaken in June 2014 indicated that 40.6% of pupils allocated a Year 7 place for September 2014 were residing outside of the catchment area. Therefore out of the 266 pupils allocated only 59.3% or 158 pupils were residing within the catchment area. More detailed pupil projections are in the attached consultation document.
- 3.6 In November 2012 Estyn reported that the quality of local authority education for children and young people with additional learning needs was Unsatisfactory; the number of statements of educational needs was too high and resources were directed towards the statutory assessment process, strategic planning was weak, data was not collected regarding pupil progress and there was a lack of specialist facilities for pupils with ASD, behavioural difficulties and severe learning difficulties, resulting in pupils travelling long distances to attend out of county placements.
- 3.7 In order to address the issues identified we engaged in a 3 stage review of Additional Learning Needs (ALN):
Stage 1 – A review of the Strategy, Policy and Procedure for ALN.
Stage 2 - Changes to the Services provision for ALN to include a Service Level Agreement for the provision of Educational Psychology. Specific Learning Difficulties Service, Training, HI, VI, COMiT and Outreach for schools within Monmouthshire,
Stage 3 - To Review the Specialist education provision for children and young people in Monmouthshire.
- 3.8 Following the review of ALN the establishment of a new special needs resource base at Monmouth Comprehensive school offering an inclusive education as close to the home as possible for pupils with moderate to severe learning difficulties was agreed as the preferred way forward.

4. REASONS:

- 4.1 At present pupils with ALN are transported outside of the Authority to access specialist provision. Following extensive consultation on the ALN strategy it has been agreed that the preferred way forward and most cost effective is to have specialist facilities within the four secondary schools with the creation of a new facility at Monmouth Comprehensive school.
- 4.2 Reduction of surplus places is one of the key criteria for Welsh Government when assessing business cases for 21st century schools funding.
- 4.3 In order to reduce the level of surplus places within the area through the 21st century schools programme it is necessary to reduce the capacity at all four secondary schools. It is proposed to reduce Monmouth Comprehensive to 1600, the capacity is presently 1671 and as at January 2015 there were 1638 pupils on roll.

5. RESOURCE IMPLICATIONS:

- 5.1 The consultation process will be built into the present work programme of officers within Children and Young People Directorate.

- 5.2 The total capital investment for the additional learning needs facility is £1.2 million which has already been secured as part of the 21st century Schools funding, with 50% coming from Welsh Government.
- 5.3 The table below provides examples of the cost of resource base provision compared with special school provision were Monmouthshire pupils are placed.

Example Placement Costs	Pupil numbers	Average cost per pupil
Example of resource base provision in county £406,521	75	£5,420.28
Example of resource base provision in county Less Average Weighted Pupil Unit (AWPU) £264,965	75	£3,532
Example of Special School placement (Out of county) £41,3136	15	£27,542
AWPU (teaching element only) Secondary	Ages 11-14	£1,823.43
	Ages 14 – 16	£2,063.36

As can be seen from above there is a substantial saving in placing children within our own Authority's schools. The funding for the revenue costs for the unit will be generated by saving on out of county placements as the pupils will be educated within Monmouth.

Full savings will not be generated in the 1st year and will be over a number of years as pupils are placed in the unit. However there will be corresponding savings within staffing costs.

- 5.4 The funding for the 21st century schools programme has been agreed on the basis of the new school having a capacity of 1600 and a 55 place ALN facility. If the agreed bid needs to be amended we would need to notify Welsh Government which could result in delays to the programme.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The significant equality impacts identified in the assessment (Appendix 3) are summarised below for member's consideration:

Complete

The actual impacts from this report's recommendations will be reviewed initially throughout the consultation process.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

There are no safeguarding or corporate parenting implications associated with this report.

8. CONSULTEES:

Cabinet Members

DMT

SLT

Any comments received have been included in the body of the report

9. BACKGROUND PAPERS:

Welsh Government School Organisation Code 006/2013

Welsh Government Measuring the Capacity of Schools in Wales Guidance 021/2011

10. AUTHOR:

Cath Sheen – Schools Liaison Officer

11. CONTACT DETAILS:

E-mail: cathsheen@monmouthshire.gov.uk

Tel: 07595 647637

Appendix 3 - Equality Impact Assessment

The “Equality Initial Challenge”

Name: Stephanie Hawkins Service area: Directorate for Children & Young People Date completed: August 2015		Please give a brief description of what you are aiming to do. To provide a 55 place special needs resource base which will offer an inclusive education as close to home and the local community as possible for pupils with moderate to severe learning difficulties which could include Autism and physical impairment whilst amending the capacity of the mainstream school to 1600.	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age			Within key stage 3 and 4 to offer a broad, balanced and relevant range of learning opportunities for children with MLD, SLD, Autism and physical impairment.
Disability			In Key Stage 3 and 4 to include children with a range of physical difficulties.
Marriage + Civil Partnership		N/A	
Pregnancy and maternity		N/A	
Race		N/A	
Religion or Belief		N/A	
Sex (was Gender)		The facility will be co-educational including boys and girls.	
Sexual Orientation		N/A	
Transgender		N/A	
Welsh Language		N/A	

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

➤ N/A	➤ N/A
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EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Special Needs Resource Base at Monmouth Comprehensive School and a reduction in the capacity of the mainstream school	Directorate for Children & Young People
Policy author / service lead	Name of assessor and date
Stephanie Hawkins	Stephanie Hawkins

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1. What are you proposing to do?

The proposal is to establish a new 55 place ALN facility whilst amending the capacity of the mainstream school from to 1600. The ALN facility provides inclusive education as close to home and the local community as possible. The pupils within the facility will have moderate to severe learning difficulties which could include Autism and physical impairment, it will offer a broad, balanced and relevant range of learning opportunities within a motivating and inspirational environment. The facility will offer a flexible range of mainstream, enhanced and specialist provision and will also provide an outreach service to local schools.

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

Age	N/A	Race	N/A
Disability	N/A	Religion or Belief	N/A
Gender reassignment	N/A	Sex	N/A

Marriage or civil partnership	N/A	Sexual Orientation	N/A
Pregnancy and maternity	N/A	Welsh Language	N/A

3. Please give details of the negative impact

N/A

4.

N/A

5.

Parental Consultation including Online Survey, Headteachers consultation, SEN Coordinators Survey, Children & young People’s consultations, projections, MCW capacity assessments

Signed:

Designation:

Dated:

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Steph Hawkins /		Please give a brief description of the aims proposed policy or service reconfiguration To provide a facility which will offer an inclusive education as close to home and the local community as possible for pupils with moderate to severe learning difficulties which could include Autism and physical impairment.	
Name of the Division or service area Directorate for Children and Young People		Date “Challenge” form completed August 2015	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food		X	
Improve housing quality and provision		X	
Reduce ill health and improve healthcare provision		X	
Promote independence			To improve levels of independence for children and young people who are supported in schools
Encourage community participation/action and voluntary work		X	
Targets socially excluded			To reduce exclusions and increase accessibility of mainstream schools in Monmouthshire.
Help reduce crime and fear of crime		X	
Improve access to education and training			Increased inclusion for all learners.
Have a positive impact on people and places in other countries		X	

PLANET			
Reduce, reuse and recycle waste and water		X	
Reduce carbon dioxide emissions			There will be a reduction in transporting children to out of county placements.
Prevent or reduce pollution of the air, land and water		X	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		X	
Protect or enhance visual appearance of environment		X	
PROFIT			
Protect local shops and services		X	
Link local production with local consumption		X	
Improve environmental awareness of local businesses		X	
Increase employment for local people			Increase in specialist staffing in Monmouth Comprehensive School.
Preserve and enhance local identity and culture			Children and young people are educated within their own community.
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		X	
Increase and improve access to leisure, recreation or cultural facilities			Children and young people are educated within their own community.

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

➤ N/A

➤ N/A

The next steps

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

Pupils currently placed in Key Stage 2 supported classes will be able to transfer to a Key Stage 3 resources class offering and maintaining a programme of education with support. Pupils with special educational needs will be offered educational placement within their community. This will enhance their knowledge and skill in working with pupils with a wide range of learning difficulties.

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

Signed:

S. Hawkins

Dated: 18/08/15



Proposal to establish an additional learning needs (ALN) facility and make an alteration to the schools capacity at Monmouth Comprehensive School

Consultation Document

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Consultation Arrangements

We are consulting on the proposal to make two regulated alterations to Monmouth Comprehensive School, reducing the capacity from 1671 to 1600, and adding an additional learning needs (ALN) facility to cater for children with moderate to severe learning difficulties. Before a decision can be made the council are required to undertake statutory consultation with all interested parties. The consultation process represents an opportunity for people to learn about the proposal, ask questions and make comments that will be recorded and considered when the council decides on a way forward.

A list of all those being consulted is attached at Appendix 1.

A “drop in” session in relation to this proposal will be held as follows:

Day	Date	Time	Venue
Thursday	12 th November 2015	15:30 – 18:30	Monmouth Comprehensive School

This will allow all interested parties to attend at a time that is convenient to them during the late afternoon or early evening. Officers will attend to answer questions and ensure all comments/views made are recorded.

In addition, any views or comments can be made:

- By writing to Cath Sheen, Monmouthshire County Council, PO Box 106, Caldicot, NP26 9AN.
- By email: strategicreview@monmouthshire.gov.uk.
- By completing a response proforma (attached to this document as an appendix) and returning it to the above address.

Comments must be submitted to the Authority by the **6th December 2015**.

It is important to note that any unfavorable comments made during the consultation period will not be treated as objections and if you wish to object, you will need to do so in writing during the statutory objection period. If consultees submit a request during the objection period that a response submitted at the consultation stage should be treated as an objection this will be accepted.

The views of children and young people remain important and therefore even though there has been consultation on the design of the building with the young people who attend the school there will be further consultation sessions with the School Council and the views obtained from them will be included within the report to Cabinet.

Following consultation, Monmouthshire's cabinet will consider the views expressed and then decide whether to proceed with the proposal. If the decision is taken to proceed, a statutory notice will be published, the statutory notice period will last 28 days from the date of publication and enables people to express their views in the form of supporting or objecting to the proposals.

Cabinet will then make the final decision as to whether to proceed with the proposal.

Proposed Timescales

Statutory Consultation Period	19 th October – 6 th December 2015
Cabinet consider the results of the consultation	6 th January 2016
Publication of statutory notice	18 th January 2016
Final decision by cabinet	23 rd March 2016

Consultation so Far

As part of the 21st Century Schools programme there has been consistent consultation with pupils, staff, parents and community representatives.

Between January 2014 and October 2014 every pupil has been consulted on the proposed new school building. This has been done through discussions with assemblies with individual year groups, then feedback from those sessions have been shared with year group council and then feedback from year group Councils have been shared with the School Council.

There has been 2 consultation sessions with parents and the community and also presentations to Monmouth Town Council. Through the sessions discussions have centered on what the school building would look like, ICT Provision, dining facilities and social areas and teaching spaces.

Consulting with key clients regarding additional learning needs (ALN) is important to us and we have engaged in a consultation process regarding the future ALN strategy. The

first round of consultation was held in May 2014 with further consultation in May and June of 2015. The consultation took the form of:

- A survey technique/small focus group approach was employed to gauge the views of the Children and Young People (CYP) in Monmouthshire regarding Additional learning Needs (ALN). Participants in the study were selected by school staff to participate and came from a range of Monmouthshire mainstream and specialist provision schools/classes.
- Three Parent Engagement Events were held in Monmouthshire during the last week of June and the first week of July 2015. Three Parent Engagement Events were held in Monmouthshire during the last week of June and the first week of July 2015.
- An Online Survey for Parents.
- A survey of school SEN Coordinators and Headteachers.

Introduction

The Welsh Government (WG) has a long-term investment programme that will create a generation of 21st Century Schools. The Welsh Government, in collaboration with the council, will deliver through the 21st Century Schools programme:

- Learning environments for children and young people in Wales aged 3 to 19 that will enable the successful implementation of strategies for school improvement and better educational outcomes;
- A sustainable education system through better use of resources to improve the efficiency and cost-effectiveness of the education estate, and which enhances local public service provision; and
- A 21st Century Schools Standard for all schools in Wales which reduces recurrent costs, energy consumption and carbon emissions

For further information on 21st Century schools visit <http://21stcenturyschools.org>

Monmouthshire's 21st Century Schools Programme

The authority's approach to the programme will build significantly on the progress already made with its Education Strategic Review.

Our vision is....

“To transform teaching and learning and encourage whole communities to reach their full potential as well as provide all with better life chances.”

Our shared vision will

- Raise standards of achievement and attainment by meeting the vision for 21st Century learning and teaching in Monmouthshire.
- Manage surplus places within the county and ensure that the school environment is focused on raising the aspirations of the children and young people.
- Improve inefficiencies throughout the service offer, both financial and non-financial achieved by the use of an inspirational and creative curriculum, modern flexible/adaptable learning and teaching environments, effective streamlining of services, sustainable low energy low maintenance solutions and change management strategies.
- Be catalysis in the regeneration of the Monmouth area as well as the community the school serves.
- Provide the appropriate integrated, engaging, supportive, teaching and learning environments (within mainstream education) for our students with learning, behavioural and physical challenges at point of most need and within their own communities.
- Provide the appropriate vocational offering to meet the needs and aspirations of our young people and the regional business community.
- To ensure that the transition between KS2 and KS3 is as efficient and effective for all learners no matter their ability or needs.
- To provide educational opportunities to the wider community through the development of a highly efficient, flexible and responsive whole school environment.
- We are committed to raising individual achievement and narrowing the gap for pupils with ALN so that they achieve the best outcomes, are independent, have high levels of self-esteem and well-being and have the best possible long term life chances. We believe that improving outcomes for pupils with special educational needs is everyone’s responsibility and accordingly work in partnership with schools, parents and other agencies to ensure that all pupils, whatever their need, are valued, experience success in their learning, achieve their potential and personal goals and maximise their chances of a full and meaningful life.

The Council is determined to improve educational attainment through achieving the aspirational objectives contained in the Single Integrated Plan 2015-2018. This

document contains three specific high level themes and two of these have a clear focus on improving educational performance of children and young people.

- Theme 2 – People are confident, capable and involved
- Theme 3 – Our County Thrives

The review of education remains a top priority for the Council, as identified in the Council's Capital Programme and our 21st Century School Programme aims to:

- Transform the education provision throughout the county.
- Raise standards of achievement and aspirations for all.
- Reduce the number of surplus places.
- Raise life chances for all within the community.
- Provide an efficient, effective and well managed educational offer that is acceptable to all.

The challenge for the Council is to ensure that Monmouthshire residents can access services as locally as possible and that the Authority can deliver services to dispersed communities. The Council sees that the new build for Monmouth Comprehensive School as one of the opportunities to do this.

The Council is committed to providing lifelong learning opportunities in an environment, which is fit for 21st Century learning, ensuring children and young people have access to modern learning provision, which will raise educational standards for all learners.

The Council will, as part of the overall strategy for the 21st Century School Programme, embrace the authority wide change in learning and teaching. An outcome of this change will be the transformational approach to reorganisation and redevelopment of the school estate.

Over recent years, progress has been made to transform education in Monmouthshire. Good progress has been achieved in the areas of:

- Improving access and school places
- Reducing surplus places;
- Post 16 learning;
- Improving school attendance
- Initiatives to raise standards in literacy and numeracy;
- Reviewing Additional Learning Needs and meeting them at the point of need and location

The implementation of this project will enable the Council to improve its school estate within Monmouth and improve education provision in terms of curriculum, staffing and organisation whilst meeting the above objectives for future education within Monmouthshire.

The Proposal

The proposal is to establish a new 55 place special needs resource base (SNRB) whilst amending the capacity of the mainstream school to 1600. The SNRB will offer an inclusive education as close to home and the local community as possible. The pupils admitted to the base will have moderate to severe learning difficulties which could include Autism and physical impairment, it will offer a broad, balanced and relevant range of learning opportunities within a modern and inspirational environment. The SNRB will offer a flexible range of mainstream, enhanced and specialist provision and will also provide an outreach service to local schools.

Monmouth Comprehensive School is an 11-18 co-educational, English Medium community school, the buildings are in a very poor state of repair and their layout and condition are unsuitable to provide a 21st Century education to students. The original buildings date from early 20th Century they have been added to, modified and extended over the years in a piecemeal and ad hoc way. The co-location of faculties, buildings and their uses has a fundamental effect on the management and delivery of a fully integrated and supportive environment.

In 2010, the Welsh Government carried out condition surveys across the whole of Wales, providing a consistency of approach. The results were categorised A–D, where A is “Best” and D “Worst”. Following The EC Harries condition survey Monmouth Comprehensive School was categorised as Band B. However, there is presently a backlog of maintenance amounting to £5.96M at the school just to remain in its present state.

Monmouth Comprehensive School aims to be a fully inclusive community for students of all abilities, challenges, race, gender and social origin. The school recognises that many students throughout their full time education will experience a time when they need support in addition to the education provision made generally. The schools Additional Learning Needs Policy incorporates the three key principles set out in the National Curriculum Inclusion Statement:

1. Setting suitable learning challenges
2. Responding to students diverse needs

3. Overcoming potential barriers to learning and assessment for individuals and groups of students.

The school assessment and pastoral system allows for the collection of data early in each Key Stage and Year. Students requiring support can then be identified and intervention strategies developed. Data is collected from Assessment, Recording and Reporting systems, Attendance data, Behaviour Systems, and the Pastoral System.

The school currently identifies and supports pupils with special educational needs as follows:

- **Statement:** The needs of a student are severe and complex and a multi-disciplinary approach is required to maximise progress. An Individual Learning Plan is established with the agencies, parents, student and Pastoral Team. An Annual Review of Statement meeting is held annually and all stakeholders invited to attend
- **School Action Plus:** A student's needs are such that the support of outside agencies is required to help the school meet their needs. An Individual learning Plan is drawn up with the guidance of outside agencies, student, parents and the Pastoral Team
- **School Action:** The student's needs are such that a whole school approach is required to meet their needs. An Individual Learning Plan is drawn up with the student, parents and the Pastoral Team
- **Cause for Concern:** A student is causing concern in one or two subject areas. Head of department and class teacher draw up a subject specific learning plan to address the student's needs

For each student with an identified need which is over and above 'the education provision made generally for students of that age in schools maintained by the LA' an Individual Learning Plan (ILP) is drawn up. Individual Learning Plans are normally drawn up by the Progress Leader in conjunction with the Additional Needs Co-ordinators, Teachers and Teaching Assistants.

Individual Learning Plans are distributed by the Additional Needs Co-ordinator to all teachers who teach that student. The form tutor also holds a copy. The level of support required by a student is reviewed at 'Learning Review Points'. An Additional Needs Audit, carried out for each Year group and published annually, collates the number and percentage of students on each level of support. Individual Learning Plans are reviewed at least twice annually in line with the whole school assessment, recording and reporting procedures. Individual Development Plans are created with students to gauge their views on progress and to record their targets and actions to support in achieving these targets.

Currently the school are not in the position to offer small class provision with specialist teaching (including specialist teachers and teaching assistants).

Surplus Places

Numbers on roll (NOR) at the school have remained static for the last 3 years. The authority wide percentage of surplus places for all 4 secondary schools currently is 17.01%. If this proposal was to proceed and the capacity was reduced along with Caldicot School, the projected percentage of surplus places for January 2016 would decrease to 13.3% across Monmouthshire as a whole.

The table below show numbers on roll and surplus places at Monmouth for the last 5 years.

YEAR	Jan 2011	Jan 2012	Jan 2013	Jan 2014	Jan 2015
Capacity	1683	1713	1693	1700	1700
NOR	1606	1585	1633	1635	1638
Surplus	77	128	60	65	62
Surplus %	4.58%	7.47%	3.54%	3.82%	3.65%

An analysis of parental preference undertaken in June 2014 indicated that 40.6% of pupil's allocated Monmouth Comprehensive School in September 2014 were residing outside of the catchment area. Therefore out of the 266 pupils allocated only 59.3% or 158 pupils were residing within the catchment area.

This shows the popularity of the school and the authority needs to be mindful of the effect this has on other schools within the area. We would not want to encourage drift from other schools catchment areas by the capacity of the school being larger than is necessary to serve the pupils within its catchment area.

The following secondary school projection is based on actual numbers on roll as at January 2015 and pupils projected to attend primary feeder schools and pupils anticipated from new housing developments. They take into account current parental preference trends and will therefore include pupils in and out of catchment.

School	Jan 2016	Jan 2017	Jan 2018	Jan 2019	Jan 2020
Monmouth Comprehensive School	1631	1614	1609	1620	1619

School	Jan 2016	Jan 2017	Jan 2018	Jan 2019	Jan 2020
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Monmouth Comprehensive School	1561	1479	1406	1360	1299
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The following projection is based on actual pupils on roll as at January 2015 and pupils projected to attend primary feeder schools and pupils anticipated from new housing developments. However this projection does not include anticipated pupils from outside the catchment area.

Therefore this shows that the capacity of 1600 is large enough to accommodate pupils within the schools catchment area, with additional capacity to enable those residing outside of the catchment area to express a preference. The admission number is currently 263 and if the proposal is implemented the new admission number will be 253.

ALN Pupil Projections

Currently pupils that transfer from Overmonnow Special Needs Resource Base transfer to special schools outside of the authority despite having been accommodated through Foundation Phase and Key Stage 2 in a mainstream supported class. The establishment of a Special Needs Resource Base at Monmouth Comprehensive School would mean that pupils with moderate to severe learning difficulties and pupils with autism, attachment and associated social emotional and behavioral difficulties could be educated within their local comprehensive school at Key stage 3 and 4 within the county of Monmouthshire and their home community. As a result the need to transport pupils over long distances and out of county would no longer be necessary for the majority of ALN pupils.

Currently 18 key stage 3/4/5 pupils from the Monmouth area are placed in special schools and 55 Foundation Phase and Key Stage 2 pupils from the Monmouth area are placed in mainstream schools.

The table below shows the projected number of pupils who may need to access the SNRB.

Key Stage	2016/17	2017/18	2018/19	2019/20	2020/21
Key Stage 2	7	5	12	12	12
Key Stage 3/4/5	24	31	28	35	36

The above key stage 3/4/5 pupils are calculated as being able to remain within schools until they are 19. The above figures do not include pupils at school action plus, resource assist and pupils who are resident out of county.

Background Information

The following section sets out the details of schools in Monmouthshire likely to be affected by the proposal, they include schools which are expected to receive additional pupils. Historically Monmouth Comprehensive school has attracted pupils from outside of their catchment area and although King Henry and Chepstow will not be directly affected as there will be no change in the catchment areas they may receive additional pupils as a result of the proposal.

Surplus Places

School	Category	Location	Language
Chepstow School	Community	Welsh Street, Chepstow	English Medium
King Henry VIII	Community	Old Hereford Road, Abergavenny	English Medium

The following table provides details of the previous four annual school census years, current numbers on roll (January 2015) and a five year forecast for those schools listed above.

School (capacity) Actual (Act) Projected (Proj)	Act Jan 2011	Act Jan 2012	Act Jan 2013	Act Jan 2014	Act Jan 2015	Proj Jan 2016	Proj Jan 2017	Proj Jan 2018	Proj Jan 2019	Proj Jan 2020
Chepstow School (1175)	1006	998	938	910	928	931	944	959	967	974
King Henry (1284)	1083	1084	1068	1002	971	979	1009	1017	1040	1047

Notes:

1. The capacity has been calculated using the Welsh Government guidance, "Measuring the capacity of schools in Wales" circular No 21/2011.
2. Projected numbers on roll have been calculated based on actual numbers on roll as at January 2015 and pupils currently attending primary feeder schools rolled forward year on year. They take into account current parental preference trends

and will therefore include pupils in and out of catchment. They also include pupils generated from proposed new housing developments.

Building Condition – Affected Schools

In 2010, the Welsh Government carried out condition surveys across the whole of Wales, providing a consistency of approach. The results were categorised A–D, where A is “Best” and D “Worst”. The table below shows the condition rating for all schools likely to be affected by the proposal.

School	Overall property condition	Description
King Henry VIII	C*	Poor, Major Deterioration
Chepstow School	B	Satisfactory, Minor Deterioration

*Recently a significant amount of money has been spent at King Henry VIII School, in excess of £1million, this has been to improve the fabric of the building and making the school DDA compliant.

Estyn Inspection Reports

Details of Monmouth Comprehensive Schools most recent Estyn Inspection is shown below:

1. How well do learners achieve.
2. How effective are teaching, training and assessment.
3. How well do the learning experiences meet the needs and interests of learners and the wider community.
4. How well are learners cared for, guided and supported.
5. How effective are leadership and strategic management.
6. How well do leaders and managers evaluate and improve quality and standards.
7. How efficient are leaders and managers in using resources.

School	Date of Inspection	1	2	3	4	5	6	7
Monmouth Comprehensive	February 2010	1	1	1	1	1	1	1

Key

- Grade 1 good with outstanding features
- Grade 2 good features and no important shortcomings
- Grade 3 good features outweigh shortcomings
- Grade 4 some good features, but shortcomings in important areas
- Grade 5 many important shortcomings.

Recommendations – Monmouth Comprehensive School

To build on progress made, the school should implement the following recommendations.

- Maintain high standards
- Improve the recording and monitoring of attendance of sixth form students
- Develop further the link between self-evaluation and planning for improvement by progress teams
- Continue to improve the quality of accommodation
- Provide signs to assist the disabled to access the school campus

King Henry VIII and Chepstow Schools had an inspection under a different format

1. How good are the outcomes.
2. How good is provision.
3. How good are leadership & management.
4. Overall judgement on the school.
5. Prospects for improvement.

School	Date of Inspection	1	2	3	4	5
King Henry VIII	Dec 2014	Adequate	Adequate	Adequate	Adequate	Adequate
Chepstow School	Jan 2012	Adequate	Adequate	Adequate	Adequate	Adequate

Key

- Excellent- Many strengths, including significant examples of sector leading practice
- Good - Many strengths and no important areas requiring significant improvement
- Adequate - Strengths outweigh areas for improvement
- Unsatisfactory - Important areas for improvement outweigh strengths

Summary – King Henry VIII School

The good features of the school’s work include:

- an improvement in pupils’ performance in all key indicators at key stage 3 and key stage 4 in 2014;
- pupils’ achievement in English at key stage 4;

- the ability of many pupils to write at length across a range of subjects;
- pupils' positive attitude to learning; and
- pupils' very good behaviour in lessons and around the school.

However, current performance is judged as adequate because:

- pupils' performance at key stage 3 and key stage 4 does not compare well with that of similar schools;
- a minority of pupils are not able to use literacy or numeracy skills effectively across the curriculum;
- in a minority of lessons pupils make insufficient progress; and
- attendance is below expectations and does not compare favourably with that of similar schools.

The schools prospects for improvement are judged as adequate because:

- in 2014, there was an improvement in performance at key stage 3 and key stage 4;
- the headteacher communicates clearly her vision for the school and, together with the deputy headteacher, provides strong leadership;
- the leadership team has worked well to develop a consistent focus on improving levels of accountability, outcomes and expectations;
- governors provide robust challenge; and
- leaders have worked effectively to introduce systems and structures to improve provision.

However:

- although recently there has been an improvement in performance, leadership has not secured sustained improvement;
- limited progress has been made addressing key recommendations from the previous inspection, such as most indicators placing the school in the lower 50% of similar schools and the literacy and numeracy framework not being implemented well enough; and
- there is too much variation in the quality and rigour of self-evaluation and improvement planning across departments.

Summary – Chepstow School

The good features of the school work includes:

- recent improvements in performance in key stage 4;
- many pupils making suitable progress in developing their knowledge,
- understanding and skills in lessons;
- pupils' wellbeing, including behaviour, attendance, and the development of social and life skills;
- effective teaching in the majority of lessons;
- an inclusive ethos and a high level of care, support and guidance; and
- a wide range of extra-curricular activities, especially in sport and music.

However, current performance is judged as adequate because:

- performance at key stage 3 is weak;
- performance in English and mathematics at key stage 4 is below expectations;
- pupils' literacy and numeracy skills are underdeveloped; and
- a few pupils, mainly the more able, do not make as much progress as they should.

The schools prospects for improvement are judged as adequate because:

- leadership has been effective in making recent improvements in performance at key stage 4;
- there is a clear and accurate understanding of the school's strengths and of the specific areas that need to be improved;
- appropriate self-evaluation procedures are in place and these link well to the improvement planning process; and
- governors provide a high standard of challenge and support.

However

- many of the processes are too new to have their planned impact;
- the co-ordination of skills provision is at an early stage; and
- the quality of middle managers varies too much.

The Quality & Diversity of Education

Provision

Monmouth Comprehensive School has the resources and capacity to offer a rich curricular and extra-curricular programme to meet the needs of most pupils. The school prides itself on knowing all pupils well and setting high expectations for each individual pupil.

Teaching and learning in the school is organised and resourced to meet the needs of the majority of pupils through an inclusive mainstream provision. Effective arrangements are in place to ensure that transition from primary to secondary school is as smooth and successful as possible. In Year 7, pupils are taught in mixed ability groups across all subjects and then from Year 8 upwards are grouped to maximize learning.

The school meets the needs of the majority of pupils within mainstream provision. It has a team of Additional Learning Needs specialists who co-ordinate in-class support, such as individual and group coaching and mentoring, for pupils with mild to moderate special educational needs. In addition, the school provides intensive one-to-one literacy and numeracy support for younger pupils. The proposal would mean that additional training and support would need to be provided for staff to extend the skills of the current team of specialist teachers and across the school as a whole.

Over the past few years the school has felt that it has been unable to accommodate and meet the wider needs of pupils with severe special education needs or those with some physical disabilities due to the limitations of the current building. The proposed new, purpose built facility will ensure that the school will be able to meet these needs in the future and continue to develop as a fully inclusive educational provision in line with its vision.

Outcomes

The wellbeing of pupils and staff is a clear priority for the school and was recognised as such by Estyn in 2010. The school provides a safe and secure environment for learning where all members of the school community are expected to promote equality of opportunity, experience and treatment and challenge stereotypes.

Outcomes at the end of Key Stages 3 and 4 have shown an overall upward trend over the last four years at the end of both Key Stages.

In 2015, performance in the Key Stage 3 core subject indicator (CSI) increased significantly from the previous year continuing the four year upward trend. This indicator is now above the Wales and La averages and in line with the average of similar schools (family) for the first time.

At Key Stage 4, performance has improved over time with outcomes for all key indicators at KS4 improving significantly over the last four years.

In 2014 the Level 2 Threshold including English and mathematics was over 70% for the first time. Compared to other similar schools across Wales (family) Monmouth Comprehensive has been above the LA and Wales average but has remained below the family average for the past four years.

The L2 percentage of pupils rose to 93.5% in 2014 continuing the upward trend and is now above Family, LA and Wales average. This reflects the achievements of students in the Intermediate Welsh Baccalaureate and its Essential Skills.

Performance in the Level 1 Threshold has continued to improve year on year and is above the LA and Wales averages but again remains below the family average.

The performance of pupils eligible for free school meals (eFSM) has been consistently significantly lower than pupils not eligible for free school meals. Performance for this group in 2014 was below the family average.

In Key Stage 5 in 2014, A* and A grades rose significantly in Monmouth Comprehensive and were the highest in the LA and well in excess of the Wales average.

The addition of a Special Needs Resource Base within the school will enable a wider group of pupils with a range of different to be admitted. This may have some impact on the overall outcomes for the school depending on the specific needs of the pupils with the SNRB and the number in the cohort within the base, this is expected to be relatively small given the overall size of the school.

Leadership and Management

The Headteacher and Governing Body, knows its strengths and areas for development well. Staff, Governors and pupils are clear about the vision for the school. Senior leaders have clearly defined roles which reflect the strategic aims and priorities of the school and enable them to operate effectively as a team. There are very clear systems, policies and processes are in place to support school improvement. The link between whole school improvement planning, individual department plans and performance management is clear.

The likely impact on the delivery of the curriculum

The schools ability to deliver the national Curriculum requirements of Key Stage 3 and 4 will be significantly enhanced with the addition of a new building fit for the 21st century. The aim of the new provision is to enable pupils with additional learning needs to receive specialist support through a range of inclusive strategies which could include, individual, small group or mainstream support in order that they can access the curriculum at a level commensurate with their ability.

The proposal will enhance the educational opportunities for all pupils with additional learning needs and with a curriculum which is broad, balanced, relevant and accessible to all, pupils will not be treated less favorably because of a reason related to their disability. The SNRB will provide specialist intervention and support for pupils with learning difficulties to include additional bespoke one to one and small group teaching to personalise learning and target improvements in outcomes. It will mean that all pupils will learn to live and work in an inclusive community which strives for the best possible outcomes for all.

Options Considered

An options appraisal was undertaken whereby the Authority considered six different options as follows:

1. Do nothing

This option would involve no change to the delivery of education in Monmouth and would continue to have a significant drain on the council's maintenance programme. Pupil's attainment and attendance would not be improved, they would continue to be taught in old building stock and the revenue budget would continue to support and maintain surplus places. There would be a significant drain on the council's Additional Educational Needs budget in placing children in special schools outside the Authority.

2. Do Minimum

This option would involve no change to the delivery of education in Monmouth and would continue to have a significant drain on the council's maintenance programme. Pupil's attainment and attendance would not be improved, they would continue to be taught in old building stock and the revenue budget would continue to support and maintain surplus places. Children with ALN cannot attend Monmouth Comprehensive School because the building cannot meet their physical needs and therefore they receive worse (less favourable) treatment than another pupil because of their disability.

3. Extension and alteration scheme

This option would only have a minimal change to education delivery and the remaining buildings would still continue to have a drain on the capital maintenance programme. The final outcome would result in the need for additional funding to be allocated to the site in order for the whole school to meet the needs of the 21st Century and beyond. This would not provide the inclusion education which is the cornerstone of the Authority and School's vision for all pupils.

4. New build on the existing site

This option would fully meet the vision for learning and teaching in MCC, providing a flexible and adaptable building that is future proofed and will support the delivery of personalised and independent learning. The capacity of the school will be 1600, therefore reducing surplus places. This option would fully meet all the needs of children and young people being educated in this facility.

5. New build to incorporate leisure facilities

This option would fully meet the vision for learning and teaching in MCC, providing a flexible and adaptable building that is future proofed and will support the delivery of personalised and independent learning. In addition the facility would fully integrate Leisure and Community facilities.

6. New build on new site – this option was immediately discounted because there is no surplus land available within the area.

Following further detailed analysis the preferred way forward was agreed as a new build school. The new school would comprise of:

- A Building that is easy to manage by teaching and support staff.
- A building that provides flexible spaces for a variety of education and community uses.
- Modern and robust building fabric.
- Low energy renewable energy sources.
- Spacious and naturally well-lit teaching and working environments.
- Self-sufficient areas that are capable of being used in the evenings and on weekends.
- Services offered to compliment the requirements of the adjoining Leisure Centre.
- Facilities managed to offer as much space and time to external services and community groups.
- A building that is conducive to reduced revenue costs.
- Joint use facility management and support service staff.

Benefits of the Proposal

The replacement Monmouth Comprehensive School will be a modern educational and community facility. The building has been designed in such a way as to be adaptable to

evolving learning and teaching approaches as well as maximising the possibilities for community use.

The Council is in the process of producing a school design which promotes its vision in terms of flexibility of accommodation and class links. The design philosophy will allow the school to deliver the following aspirations:

- The delivery of a learning and teaching environment where students will be inspired to achieve and maximize their aspirations
- Improved outcomes for students.
- Improved overall levels of attendance for students.
- Improved transitional arrangements from secondary to further education and workplace.
- Provision of a smart, agile and responsive ICT provision.
- Improved effectiveness and better use of resources both environmentally, estate management as well as knowledge share between learners and teachers.
- A sustainable building meeting 21st Century school standards.
- To improve breadth and depth of curriculum and ensure access to full learning pathways.
- To provide an integrated teaching and learning environment for all, which is supportive to pupils needs. In order to support inclusion, ALN provision is fully immersed into the whole schools environment.
- An inclusive environment will build the whole schools capacity in teaching children with physical impairment and learning difficulties.
- This inclusivity will build pupils confidence and self-esteem and help them realise their potential.
- Pupils can attend a school in their local community that will cater for their needs.
- Costs of transporting pupils with ALN's outside the authority will be reduced.
- Pupils with ALN's will no longer need to travel long distances to get school.
- Pupils with ALN's will be able to attend the same school as their peers.
- In carrying out our responsibilities to all children, the authority has a duty to make reasonable adjustments to support schools in offering equality of opportunity. The additional support offered to the school through the establishment of such a facility as the SNRB could be considered such support.
- Building the capacity of schools in Monmouthshire to meet a wider range of children's needs is a better use of resources than funding out of county placement.
- To develop a quality and targeted vocational offer which meets the local needs as well as strategic needs throughout the County.
- More effective, robust and secure infrastructure to deliver 21st Century learning and teaching.
- Modern 21st Century learning environments to support more effective teaching and learning and assist in raising attainment, achievement and attendance levels.
- A robust Change Management Programme for staff as part of their Continued Professional Development.

- Human Resources- to develop an efficient HR structure that is able to meet the challenges of a 21st Century learning and teaching environment.
- Create a Professional Learning Community based on a common pedagogical approach.
- To provide an environment which encourages closer working within the schools cluster, a sharing of resources, staff teaching and learning opportunities. An environment where primary and secondary teachers can work together in ensuring the pupils learning pathway is seamlessly planned.
- Provide an environment where teacher training can be undertaken, developing stronger links with the higher and further educational establishments.

Risks and Counter Measures

	Risk Description	Counter Measures
1	The Change Management Programme is not effective in delivering the educational outcomes	<ul style="list-style-type: none"> – Develop and implement a change management strategy – Ensure timely and substantial action is taken to ensure implementation of change management strategy – Clearly communicated ethos driven leadership – Ensure full ownership of change management system – Ensure sufficient resources are in place to deliver
2	The project budget will not deliver the project due to programme slippage and inflation.	<ul style="list-style-type: none"> – Aim to meet the Programme dates to minimise the risk – Ensure sufficient budget is available to deliver our vision for learning and teaching – Monitor tender returns and scrutinise what is included in the package
3	The ICT infrastructure for the Council is not ready when the school is built due to the lack of investment/funding.	<ul style="list-style-type: none"> – This is part of the Authority's Action Plan to address and mitigate this risk
4	The cost of achieving BREEAM excellent may not fit with the funding levels	<ul style="list-style-type: none"> – Identify BREEAM costs separately and incorporate in

		the design cost plan
5	The number of NEET (not in education, employment or training) students will not reduce and standards will not rise quickly enough	<ul style="list-style-type: none"> – Highlight the importance if transitional arrangements from Primary to Secondary and the present different types on learning and teaching environments on both sectors – Communicate Monmouthshire's Corporate vision for lifelong learning and passion for delivering it – Reinforce MCC commitment to achieving WG educational targets through the programme – Develop and implement a Change Management Strategy
6	The community may object to the proposals made	<ul style="list-style-type: none"> – Encourage local community liaison and keep them informed of the proposals to mitigate any objections that maybe made – Communication plan to be developed
8	Failure to meet key targets/investment objectives, adversely affecting skills and employment opportunities	<ul style="list-style-type: none"> – This is part of the Authority Action Plan to address and mitigate this risk
9	Political change to WG and/or MCC	<ul style="list-style-type: none"> – Develop and maintain on-going relationships with WG – Develop and maintain an on-going dialogue with Members

Finance

Revenue Costs and Savings

The table below provides examples of the cost of resource base provision compared with special school provision were Monmouthshire pupils are placed.

Example Placement Costs	Pupil numbers	Average cost per pupil
Example of resource base provision £406,521	75	£5,420.28
Example of resource base provision	75	£3,532

Less Average Weighted Pupil Unit (AWPU) £264,965		
Example of Special School placement (Out of county) £41,3136	15	£27,542
AWPU (teaching element only) Secondary	Ages 11-14	£1,823.43
	Ages 14 – 16	£2,063.36

As can be seen from above there is a substantial saving in placing children within our own Authority's schools. The funding for the revenue costs for the unit will be generated by saving on out of county placements as the pupils will be educated within Monmouth.

Full savings will not be generated in the 1st year and will be over a number of years as pupils are placed in the unit. However there will be corresponding savings within staffing costs.

Capital Funding

As with all 21st century schools projects, the Welsh Government will fund 50% of the capital cost of this project. The total capital investment for the additional learning needs facility is £1.2 million.

Land and Buildings

The new school is being built on the existing site so there will be no transfer or disposal of land necessary.

Admissions Arrangements

The school admissions policy is reviewed annually, consultation on proposed new arrangements are currently underway and details on the proposed and current arrangements can be found on the following link.

<https://www.monmouthshire.gov.uk/admission-criteria>.

Admissions to the SNRB will be considered for a pupil following an assessment by an Educational Psychologist. The ALN Panel will recommend pupils to the school for consideration, and as part of the information gathering process, school will observe the pupil in their present placement on at least one occasion to confirm the suitability of the placement. Placement at the provision will be coordinated by the Authority, Educational Psychology Service in collaboration with Monmouth Comprehensive School and parents.

Home to School Transport

Home to school transport will be provided in line with the current policy which states pupils who attend their nearest or catchment school and reside more than 2 miles away will be eligible.

Further details of the policy can be found on the following link.

<https://www.monmouthshire.gov.uk/school-transport-home-to-school>.

Equality impact assessment

The Welsh Government and the Council has adopted the UN Convention on the Rights of the Child which is expressed in seven core aims that all children and young people:

1. have a flying start in life;
2. have a comprehensive range of education and learning opportunities;
3. enjoy the best possible health and are free from abuse, victimisation and exploitation;
4. have access to play, leisure, sporting and cultural activities;
5. are listened to, treated with respect, and have their race and cultural identity recognised;
6. have a safe home and a community which supports physical and emotional wellbeing;
7. are not disadvantaged by poverty.

We consider that this proposal benefits the children in the communities of Monmouth in accordance with the seven core aims set out above.

An Equality impact assessment has been undertaken and can be found at appendix 2.

What happens next

The following table explains what will happen next and sets out the statutory process:

19 th October – 6 th December 2015	Statutory consultation on the proposal
6 th January 2016	Cabinet receive a report on the outcome of the consultation and consider the next steps. If cabinet agree to proceed a statutory notice will be published.
18 th January 2016	Statutory notice published, 28 day objection period published on a school day.
23 rd March 2016	Cabinet receive a report to determine the

	proposal. A report detailing the objections will be submitted.
1 st September 2017	If cabinet agree to the proposals the changes will be implemented.

Response proforma



PROPOSAL – Establish an ALN facility and make an alteration to the capacity of Monmouth Comprehensive School.

DATE OF CONSULTATION EVENT – 12th November 2015 at 3:30pm

YOU'RE VIEWS

We would like your views on the above proposal. Please complete this proforma and return it to the address at the bottom, alternatively it can be handed in at the consultation event.

Cath Sheen, Monmouthshire County Council, PO Box 106, Caldicot, NP26 9AN or email strategicreview@monmouthshire.gov.uk.

Please tick the box if you wish to be notified of the publication of the consultation report.

Other Information

Further Information on this and any other proposal can be found on www.monmouthshire.gov.uk/strategicreview.

Frequently asked questions are in another document that will be up-loaded weekly and put onto the Monmouthshire County Council Website.

Appendix 1 – List of Consultees

List of Consultees

- Parents, Guardians and carers of all pupils of schools directly affected by the proposal
- Parents of Pupils attending primary schools from which pupils normally transfer
- Headteacher, staff and governors of schools directly affected by the proposal including out of county schools.
- Pupils/Pupil Councils of schools directly affected by the proposal
- Headteachers of all schools in MCC area
- All MCC Members
- Welsh Ministers
- All MCC Town and Community Councils
- All MCC Assembly Members representing the area served by the school
- All Members of Parliament representing MCC area
- All MCC Libraries
- Directors of Education of all bordering LAs – Blaenau Gwent, Newport, Powys, Torfaen, Herefordshire, Gloucestershire
- Principals of Coleg Gwent, Gloucestershire College, Hereford Sixth Form College and Hereford College of Arts
- MCC Youth Service
- GAVO
- Monmouthshire Governors Association
- Careers Wales
- Teaching Associations
- Support Staff Associations
- Policy Officer (Equalities & Welsh Language)
- Welsh Language Commissioner
- Welsh Government – Schools & Post-16 Divisions
- ESTYN
- RHAG
- Mudiad Meithrin
- Church in Wales Diocesan Trust, Director of Education
- Roman Catholic Diocesan Trust, Director of Education
- South East Wales Consortium
- South East Wales Education Achievement Service
- South East Wales Transport Alliance (SEWTA)
- Gwent Police and Crime Commissioner
- Transport Department, MCC, Herefordshire, Gloucestershire
- in the case of proposals affecting SEN provision, any relevant health or third sector bodies with an interest;

Appendix 2 – Equality Impact Assessment

Equality Impact Assessment

The “Equality Initial Challenge”

Name: Stephanie Hawkins		Please give a brief description of what you are aiming to do.	
Service area: Directorate for Children & Young People		To provide a 55 place special needs resource base which will offer an inclusive education as close to home and the local community as possible for pupils with moderate to severe learning difficulties which could include Autism and physical impairment whilst amending the capacity of the mainstream school to 1600.	
Date completed: August 2015			
Protected characteristic	Potential Negative impact	Potential Neutral impact	Potential Positive Impact
	Please give details	Please give details	Please give details
Age			Within key stage 3 and 4 to offer a broad, balanced and relevant range of learning opportunities for children with MLD, SLD, Autism and physical impairment.
Disability			In Key Stage 3 and 4 to include children with a range of physical difficulties.
Marriage + Civil Partnership		N/A	
Pregnancy and maternity		N/A	

Race		N/A	
Religion or Belief		N/A	
Sex (was Gender)		The facility will be co-educational including boys and girls.	
Sexual Orientation		N/A	
Transgender		N/A	
Welsh Language		N/A	

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

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Special Needs Resource Base at Monmouth Comprehensive School and a reduction in the capacity of the mainstream school	Directorate for Children & Young People
Policy author / service lead	Name of assessor and date
Stephanie Hawkins	Stephanie Hawkins

Page 558 1. What are you proposing to do?

The proposal is to establish a new 55 place ALN facility whilst amending the capacity of the mainstream school from to 1600. The ALN facility will offer an inclusive education as close to home and the local community as possible. The pupils within the facility will have moderate to severe learning difficulties which could include Autism and physical impairment, it will offer a broad, balanced and relevant range of learning opportunities within a modern and inspirational environment. The facility will offer a flexible range of mainstream, enhanced and specialist provision and will also provide an outreach service to local schools.

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

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

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3. Please give details of the negative impact

N/A

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

N/A

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

Parental Consultation including Online Survey, Headteachers consultation, SEN Coordinators Survey, Children & young People's consultation, Annual Pupil projections, MCW capacity assessments

Signed:

Designation:

Dated:

The "Sustainability Challenge"

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Name of the Officer completing "the Sustainability challenge" Steph Hawkins /		Please give a brief description of the aims proposed policy or service reconfiguration To provide a facility which will offer an inclusive education as close to home and the local community as possible for pupils with moderate to severe learning difficulties which could include Autism and physical impairment.	
Name of the Division or service area Directorate for Children and Young People		Date "Challenge" form completed August 2015	
Aspect of sustainability affected	Negative impact	Neutral impact	Positive Impact

	Please give details	Please give details	Please give details
PEOPLE			
Ensure that more people have access to healthy food		X	
Improve housing quality and provision		X	
Reduce ill health and improve healthcare provision		X	
Promote independence			To improve levels of independence for children and young people who are supported in schools
Encourage community participation/action and voluntary work		X	
Targets socially excluded			To reduce exclusions and increase accessibility of mainstream schools in Monmouthshire.
Help reduce crime and fear of crime		X	

Improve access to education and training			Increased inclusion for all learners.
Have a positive impact on people and places in other countries		X	
PLANET			
Reduce, reuse and recycle waste and water		X	
Reduce carbon dioxide emissions			There will be a reduction in transporting children to out of county placements.
Prevent or reduce pollution of the air, land and water		X	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		X	
Protect or enhance visual appearance of environment		X	
PROFIT			

Protect local shops and services		X	
Link local production with local consumption		X	
Improve environmental awareness of local businesses		X	
Increase employment for local people			Increase in specialist staffing in Monmouth Comprehensive School.
Preserve and enhance local identity and culture			Children and young people are educated within their own community.
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		X	
Increase and improve access to leisure, recreation or cultural facilities			Children and young people are educated within their own community.

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts
---	--

	(include any reasonable adjustments)
➤ N/A	➤ N/A

The next steps

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

Pupils currently placed in Key Stage 2 supported classes will be able to transfer to a Key Stage 3 resources class offering and maintaining a flexible programme of education with support. Pupils with special educational needs will be offered educational placement within their community. The school staff will enhance their knowledge and skill in working with pupils with a wide range of learning difficulties.

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

Signed: *S. Hawkins*

Dated: *18/08/15*

Timetable

Statutory Consultation to establish an ALN facility and reduce the Capacity at Monmouth Comprehensive School

Task	By When
Draft report for Cabinet to request to proceed to Statutory consultation on proposed closure. Consultation document to be drafted and included with report.	25 th August 2015
Report to be shared with DMT	4 th Sept 2015
Report to Select Committee (Send to Hazel by 9 th Sept)	17 th Sept 2015
Report to be sent to Sarah King Democratic Services	21 st Sep 2015
Decision by Cabinet	7 th Oct 2015
Call in period ends	16 th Oct 2015
Statutory Consultation Period commences Consultation with pupils – (see document consultation with children & young people, a child friendly version is to be produced)	19 th Oct 2015 – 6 th Dec 2015
Drop in Session for parents, public and interested parties to be arranged. Meeting for staff and governors to be arranged.	11 th Nov 2015
Draft Consultation Report to DMT	8 th Dec 2015
Draft Consultation Report to SLT	15 th Dec 2015
Special Select meeting to be arranged for consultation report.	TBC
Consultation Report to be finalised and sent to Sarah King Democratic Services	21 st Dec 2015
Report to cabinet to agree to publish Statutory Notice	6 th Jan 2016
Decision subject to 7 days call in	15 th Jan 2016
Statutory Notice to be drafted – info to be included see pg 38	15 th Jan 2016
Statutory Notice Period – publish notice within 26 weeks of consultation end and on a school day 28 day objection period – must include 15 school days	18 th Jan – 14 th Feb 2016
If objections are received an objection report to be written (pg 39 – 28 days to publish Objection report only)	17 th Feb 2015
Objection report and supporting documentation to Cabinet to agree to implement changes.	23 rd March 2016
Implementation	1 st Sept 2017

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SUBJECT: Consultation on Proposed Closure of Llanfair Kilgeddin V A Primary School

MEETING: Cabinet

1. PURPOSE:

- 1.1 The purpose of the report is to outline the current position in relation to Llanfair Kilgeddin Voluntary Aided Primary School and for Members to consider the Governing Body request for the Local Authority (LA) to consult on closure of the School.

2. RECOMMENDATION:

- 2.1 To agree to the Governing Body request for the LA to undertake formal consultation on the proposed closure of Llanfair Kilgeddin Voluntary Aided Primary School.
- 2.2 To agree the attached formal consultation document, Appendix 1.

3. KEY ISSUES:

- 3.1 In March 2013, the Education Achievement Service (EAS) using the agreed Intervention framework, indicated that the School was in the category of a school requiring 'Critical support and intervention'.
- 3.2 The EAS provided additional support to the school from June 2013 and an Intervention Plan (IP) was put into place in July 2013 this was formally adopted by the Governing Body on 26th September 2013.
- 3.3 Following a review of progress in December 2013, the Chief Education Officer judged that insufficient progress had been made by the school. Consequently, on December 17th 2013 under Section 15 of the School Standards and Framework Act 1998, Monmouthshire LA issued the Governing Body of the school with a 'Warning Notice'.
- 3.4 On 7th April 2014 a review of progress was carried out by the EAS and LA to determine the progress the school had made in relation to the warning notice. A second review of progress was carried out by the EAS in June 2014 at which point it was concluded that the governing body had failed to comply with the terms of the warning notice, within the compliance period and within a reasonable further period of time.

Consequently, in consultation with the Monmouth Diocesan Trust (MDT), the LA decided to take the very serious step of invoking its powers of intervention at the School, as set out in the Intervention Framework in order to secure the necessary improvements.

3.5 In September 2014 the LA put into place an Executive Headteacher as part of the Abergavenny Alliance and an Acting Headteacher.

3.6 This arrangement came to an end at the end of the Spring Term 2015. Despite efforts by the LA and Diocese to facilitate a solution to enable the Alliance to continue.

3.7 In December 2014 the school was inspected by Estyn. Following the inspection Her Majesty's Chief Inspector was of the opinion that special measures were required for the school, for the following reasons:

- Improve standards of literacy and numeracy across the curriculum, particularly for more able pupils
- Improve standards of information and communication technology (ICT)
- Ensure that planning focusses appropriately on developing pupil skills across the curriculum
- Use assessment and tracking systems effectively to monitor the progress of all pupils
- Address the shortcomings in safeguarding and health and safety identified during the inspection
- Resolve the issues of sustainability and consistency in leadership
- Use the outcomes of self – evaluation to identify priorities and to set clear and measurable targets for school improvement
- Ensure that there are sufficient suitable resources to deliver the curriculum.

A Post Inspection Action Plan (PIAP) was drawn up to address the recommendations and Estyn are currently monitoring progress on a termly basis.

3.8 With the ESTYN Inspection, MDT Section 50 Report and Internal Audit Report the School has 55 recommendations for improvement against it.

3.9 Given that there was no Acting Headteacher or Executive Headteacher employed by the Governing Body to address the issues as identified in the PIAP and ensure the appropriate safeguarding measures were in place the LA, in conjunction with and full support of MDT, relocated the pupils to Usk VC Primary.

3.10 The Head teacher and Governing Body of Usk VC Primary agreed to support the pupils, staff and Governing Body of Llanfair Kilgeddin VA School with the leadership and management required. This initial agreement was for the summer term only.

3.11 The Governing Body has recently followed the appointment process for a Head teacher. Four applications were received and one candidate was shortlisted. This candidate withdrew from the process before the interview.

3.12 In May 2015 the Governing Body agreed in principle to ask the Local Authority to undertake consultation to close the school in line with the School Standards and Organisation (Wales) Act 2013.

- 3.13 The Government of Maintained School (Wales) Regulations 2005, paragraph 46 (4) requires Governing Bodies to meet on to separate occasions to discuss requesting the LA to undertake the closure consultation. The meetings were held in June and July 2015.
- 3.14 The timeline for the consultation process is attached at Appendix 2.
- 3.15 The number on roll at the school decreased from 29 in January 2015 to 20 in May 2015. Following the Governor's request the number has declined further and there will be no pupils on roll in September 2015. The capacity of the school is 40.
- 3.16 The pupils who were on roll have been admitted to Raglan VC Primary School, Usk VC Primary School Llanvihangel Crucorney Primary School as well as out of county and private schools.
- 3.17 Under the School Standards and Organisation (Wales) Act 2013 the LA has to formally consult on the potential closure MDT as the school is Voluntary Aided. This has been undertaken and MDT are in agreement with consulting on the closure of the school.
- 3.18 As there will be no pupils on roll in September the LA has arranged for the school staff to be relocated to other schools within the County until half term in February.
- 3.19 In July 2015 MDT wrote to Huw Lewis, Minister for Education and Skills asking him to use any statutory powers he may hold to close the school. The reasons for the request being there will be no pupils on roll, the costs to the public purse of undertaking the full consultation process and the condition of the building will deteriorate further whilst the consultation process is undertaken.

4. REASONS:

- 4.1 The LA, MDT and EAS have put significant support into the school and measures in place to address teaching, learning and management of the school since March 2013. The Governing Body have tried to recruit a Head teacher in the hope that the school can be brought out of Special Measures and the other recommendations could be addressed. It was felt by the Governing Body that this would attract more pupils to the school.
- 4.2 The LA and MDT believe that by closing the school, the quality of teaching and pupil attainment will be enhanced, as the LA provides the conditions at other schools that will enable pupils to prosper.
- 4.3 Members will note that the Consultation Document provides a broader perspective around the proposed closure. The reason for this is to fit in with the legislative requirements of the School Standards and Organisation (Wales) Act 2103. The covering report gives a clearer picture of where the school is at present and the reasoning behind the Governing Bodies decision to request the LA to commence consultation on closure.

5. RESOURCE IMPLICATIONS:

- 5.1 The consultation process will be built into the present work programme of officers within Children and Young People Directorate.
- 5.2 At the time of the Inspection Estyn recorded the cost to educate the pupils on roll at the school was £5928
- 5.3 The home to school transport costs for the existing pupils currently cost £25,650. This figure also includes additional transport costs for the pupils relocating to other Monmouthshire schools.
- 5.4 The revenue savings that could be realised if the school were to close amounts to approx. £71,220.
- 5.5 Taking into account the additional transport costs per annum as in 5.3 above and the revenue savings outlined in 5.4 above the overall savings to close the school are £45,570.
- 5.6 The budget position for the school indicates a small surplus remaining (£500) at the end of 15/16. This position will be updated for Q2 monitoring.
- 5.6 Capital Receipts will not be realised from the sale of land and buildings as they belong to Monmouth Diocesan Trust.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The significant equality impacts identified in the assessment (Appendix 3) are summarised below for member's consideration:

Complete

The actual impacts from this report's recommendations will be reviewed initially throughout the consultation process

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

There are no safeguarding or corporate parenting implications associated with this report

8. CONSULTEES:

Cabinet Members

DMT

SLT

Any comments received on the report have been incorporated into the report.

9. BACKGROUND PAPERS:

The Government of Maintained School (Wales) Regulations 2005

The School Standards and Organisation (Wales) Act 2013

School Organisation Code Statutory Code 006/2013
Welsh Government Schools Causing Concern 129/2014
Joint School Review Monmouthshire LA and EAS - June 2013
Estyn Report on Llanfair Kilgeddin V A Primary School – December 2014

10. AUTHOR:

Cath Sheen – Client Liaison Officer.

11. CONTACT DETAILS:

E-mail: cathsheen@monmouthshire.gov.uk
Tel: 07595647637



monmouthshire
sir fynwy

Proposal to Close Llanfair Kilgeddin Voluntary Aided Church in Wales Primary School

Consultation Document

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Consultation Arrangements

Before a decision can be made on the proposal to close Llanfair Kilgeddin Church in Wales Voluntary Aided Primary school, the council are required to undertake statutory consultation with all interested parties. The consultation process represents an opportunity for people to learn about the proposal, ask questions and make comments that will be recorded and considered when the council decides on a way forward.

A list of all those being consulted is attached at Appendix 1

A “drop in” session in relation to this proposal will be held as follows:

Day	Date	Time	Venue
Monday	9 th November 2015	15:30 – 18:30	Llanfair Kilgeddin CIW primary School

This will allow all interested parties to attend at a time that is convenient to them during the late afternoon or early evening. Officers will attend to answer questions and ensure all comments/views made are recorded.

In addition, any views or comments can be made:

- By writing to Cath Sheen, Monmouthshire County Council, PO Box 106, Caldicot, NP26 9AN.
- By email: strategicreview@monmouthshire.gov.uk.
- By completing a response proforma (attached to this document as an appendix) and returning it to the above address.

Comments must be submitted to the Authority by the **6th December 2015.**

It is important to note that any unfavorable comments made during the consultation period will not be treated as objections and if you wish to object, you will need to do so in writing during the statutory objection period. If consultees submit a request during the objection period for a response submitted at the consultation stage to be treated as an objection this will be accepted.

The views of children and young people remain important to any consultation process however at the time of consultation on the closure of the school there are no pupils registered as being on roll in order to consult with.

Following consultation, Monmouthshire's cabinet will consider the views expressed and then decide whether to proceed with the proposal. If the decision is taken to proceed, a statutory notice will be published, the statutory notice period will last 28 days from the date of publication and enables people to express their views in the form of supporting or objecting to the proposals.

Cabinet will then make the final decision as to whether to proceed with the proposal.

Proposed Timescales

Statutory Consultation Period	19 th October 2015 – 6 th December 2015
Cabinet consider the results of the consultation	6 th January 2016
Publication of statutory notice	18 th January 2016
Final decision by cabinet	23 rd March 2016

In line with the requirements of the legislation and as this is a voluntary aided school consultation has taken place with Monmouth Diocesan Trust and they are in agreement with the proposal.

Introduction

In May 2015 the Governing Body of Llanfair Kilgeddin VA Primary School asked Monmouthshire County Council in principle to commence the statutory process to close the school. In line with the Government of Maintained School (Wales) Regulations 2005, the Governing Body has met on two separate occasions since this date and have now formally asked the Local Authority to start the consultation process on closure of the school.

The Welsh Government (WG) has a long-term investment programme that will create a generation of 21st Century Schools. The Welsh Government, in collaboration with local government, will deliver through the 21st Century Schools programme:

- Learning environments for children and young people in Wales aged 3 to 19 that will enable the successful implementation of strategies for school improvement and better educational outcomes;

- A sustainable education system through better use of resources to improve the efficiency and cost-effectiveness of the education estate, and which enhances local public service provision; and
- A 21st Century Schools Standard for all schools in Wales which reduces recurrent costs, energy consumption and carbon emissions

For further information on 21st Century schools visit <http://21stcenturyschools.org>

Monmouthshire's 21st Century Schools Programme

As part of the wider 21st century schools programme across Wales, Monmouthshire County Council has produced a primary and secondary school rationalisation programme which aims to remove surplus places and improve the building stock in order that provision is enhanced.

The authority's approach will build significantly on the progress already made with inclusion and wellbeing, through learner engagement and access to flexible learning opportunities.

Our vision is....

“To transform teaching and learning and encourage whole communities to reach their full potential as well as provide all with better life chances.”

Our shared vision will

- Raise standards of achievement and attainment by meeting the vision for 21st Century learning and teaching in Monmouthshire.
- Manage surplus places within the area and ensure that the school environment is focused on raising the aspirations of the children and young people.
- Improve inefficiencies throughout the service offer, both financial and non-financial achieved by the use of an inspirational and creative curriculum, modern flexible/adaptable learning and teaching environments, effective streamlining of services, sustainable low energy low maintenance solutions and change management strategies.
- Provide appropriate integrated, engaging, supportive teaching and learning environments (within mainstream education) for our students with learning, behavioural and physical challenges at point of most need and within their own communities.
- Provide the appropriate vocational offering to meet the needs and aspirations of our young people and the regional business community.

- Provide educational opportunities to the wider community through the development of a highly efficient, flexible and responsive whole school environment.

The Council is determined to improve educational attainment through achieving the aspirational objectives contained in the Single Integrated Plan 2015-2018. This document contains three specific high level themes and two of these have a clear focus on improving educational performance of children and young people.

- Theme 2 – People are confident, capable and involved
- Theme 3 – Our County Thrives

The review of education remains a top priority for the Council, as identified in the Council's Capital Programme and our 21st Century School Programme aims to:

- Transform the education provision throughout the county.
- Raise standards of achievement and aspirations for all.
- Reduce the number of surplus places.
- Raise life chances for all within the community.
- Provide an efficient, effective and well managed educational offer that is acceptable to all.

The Council is committed to providing lifelong learning opportunities in an environment, which is fit for 21st Century learning, ensuring children and young people have access to modern learning provision, which will raise educational standards for all learners.

The Council will, as part of the overall strategy for the 21st Century School Programme, embrace the authority wide change in learning and teaching. An outcome of this change will be the transformational approach to reorganisation and redevelopment of the school estate.

Surplus Places

The issue of excess surplus places needs to be addressed to ensure the effective use of facilities and resources. Welsh Government and Estyn have provided evidence that, where schools have a higher level of school places than is necessary, resources are being deployed inefficiently. Where there are more than 10% surplus places in an area, local authorities should review their provision and should make proposals for school reorganisation if this will improve the effectiveness and efficiency of provision. This is especially important where individual schools have significant levels of surplus places.

A significant level of surplus provision is defined as 25% or more of a schools capacity (as defined in Welsh Government circular 21/2011) and at least 30 unfilled places.

Therefore to address high levels of Surplus places at our schools, individual schools which have or are projected to have in excess of 25% surplus places in the next 3 years would be subject to review. In addition to this individual schools with more than 15% surplus places will be monitored closely.

Progress to Date

As can be seen below the Authority has invested significantly in school buildings in the Abergavenny area in recent years:

- Transfer Ysgol Gymraeg Y Fenni to a new remodeled building on the St David's junior site.
- Discontinue Harold Road Junior School and Park Street Infants School and establish a new 210 primary school Cantref on the Harold Road junior site.
- Discontinue and establish a new 210 primary school Llanfoist Fawr.
- Discontinue Llywnu Infants School and nursery unit, St David's junior school and Croesonen Infants School and establish a new 420 primary school Deri View on the Llywnu Infants site.
- Discontinue Llanover Primary School
- Discontinue Govilon Primary School
- Discontinue Darenfelin Primary School
- Discontinue Clydach Primary School

In 2005 there were 14 primary schools in the Abergavenny area with a total capacity of 2248, currently there are 10 primary schools in the Abergavenny area with a capacity of 1977 a reduction of 271. However numbers on roll have fallen from 1825 in 2005 to 1672 currently, therefore the level of surplus places currently in primary schools in the Abergavenny area is 15.43%. It has proved difficult to bring about a marked reduction in surplus places due to the number of pupils falling more rapidly than the spare capacity removed over the period of the review. As a result further action is necessary to reduce the number of surplus places in the Abergavenny area.

The Proposal to Close Llanfair Kilgeddin Church in Wales Primary School

Llanfair Kilgeddin is a Voluntary Aided Church in Wales primary school, it is an English Medium school and the site is made up of four individual single storey buildings, which were all built in 1870. The school has outside toilets, plus inadequate dining facilities. The building is in a poor state of repair and there are Health and Safety, Disability Discrimination Act (DDA) and safeguarding issues throughout the site. Pupils have to undertake PE off site and are transported to King Henry VIII School in Abergavenny 8 miles away. In addition the site does not fully accommodate the requirements of The Foundation Phase. Approximately £130,000 is needed in terms of backlog maintenance to rectify all the current maintenance issues before any investment or improvements are made in the school to support a curriculum suitable for the 21st century.

In 2010, the Welsh Government carried out condition surveys across the whole of Wales, providing a consistency of approach. The results were categorised A–D, where A is “Best” and D “Worst”. Llanfair Kilgeddin was categorised as a “C” which is poor and major deterioration is present.

The net recurring saving if agreed is estimated to be £71,220, however the estimated cost of transporting pupils to their new schools is £25,650 and unless these costs can be found elsewhere they may need to be netted off against the savings above, therefore the saving is £45,570. The age weighted pupil costs (AWPU) will transfer with the pupils and are not included within the figures above. The saving will be used to offset other costs within the Children and Young people’s directorate budget.

Capital Receipts will not be realised from the sale of land and buildings as they belong to Monmouth Diocesan Trust.

Surplus Places

Numbers on roll (NOR) at the school tend to fluctuate, however a significant level of surplus places has been evident in most recent years as can be demonstrated below:

YEAR	2011	2012	2013	2014	2015
Capacity	40	40	40	40	40
NOR	35	24	33	29	29
Surplus	5	16	7	11	11
Surplus %	12.5%	40%	17.5%	27.5%	27.5%

The pupil projections below are based on the numbers on roll as at January 2015 pupil level annual school census (plasc) data and the pupils born within the schools catchment area. There were no housing developments within the schools catchment area to apply an up-lift on this basis.

School	Jan 2016	Jan 2017	Jan 2018	Jan 2019	Jan 2020
Llanfair Kilgeddin CIW	27	25	26	27	25

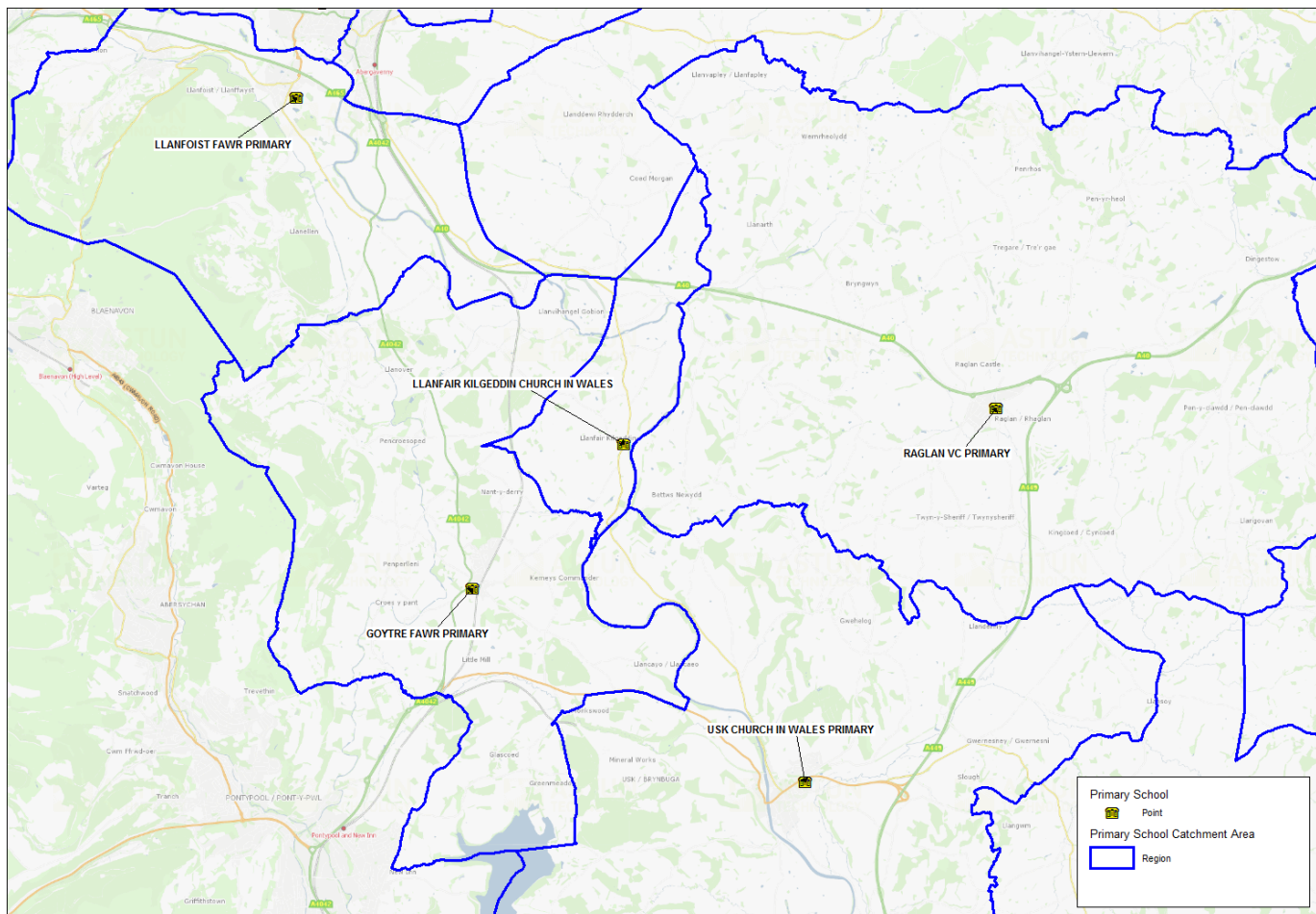
The projections show that the numbers on roll were expected to decline further with the surplus capacity expected to rise to 37.5% by 2020. Llanfair Kilgeddin is in the Abergavenny cluster of schools, there are currently 305 surplus places within the area, the highest of any cluster within Monmouthshire. Therefore if the proposal is implemented there is enough capacity within the cluster to accommodate pupils on roll.

Background Information

The following section sets out the details of all primary schools affected or likely to be affected by the proposal, including schools which might in future be expected to receive additional pupils.

School	Category	Location	Language
Raglan Church in Wales	Voluntary Controlled	Chepstow Road, Raglan	English Medium
Usk Church in Wales	Voluntary Controlled	Monmouth Road, Usk	English Medium
Goytre Fawr Primary School	Community	School Lane, Penperlleni	English Medium
Llanfoist Fawr Primary	Community	School Way, Llanfoist	English Medium

The following map shows the location of the schools likely to be affected in relation to Llanfair Kilgeddin and their catchment areas.



The following table provides details of the previous four annual school census years, numbers on roll (January 2015) and a five year forecast for those schools listed above. The table also shows that there is sufficient capacity within the area to accommodate additional pupils.

School (capacity)	Act Jan	Act Jan	Act Jan	Act Jan	Act Jan	Proj Jan	Proj Jan	Proj Jan	Proj Jan	Proj Jan
Actual (Act)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Projected (proj)										
Raglan CIW (210)	209	205	197	198	199	206	196	189	179	179
Usk CIW (248)	226	216	225	218	237	241	251	246	237	230
Goytre Fawr Primary (210)	184	182	167	171	175	171	162	166	152	144
Llanfoist Fawr Primary (210)	181	194	195	204	206	210	210	210	210	210
Llanfair Kilgeddin (40)	35	24	33	29	29	27	25	26	27	25
Total NOR (878)	800	797	784	791	817	828	819	811	778	763

Surplus places	78	81	94	87	61	50	59	67	100	115
Percentage of Surplus	8.8%	9.2%	10.7%	9.9%	6.9%	5.6%	6.7%	7.6%	11.3%	13%

Notes:

1. Numbers exclude pupils in nursery classes and additional learning needs units.
2. The capacity has been calculated using the Welsh Government guidance, “Measuring the capacity of schools in Wales” circular No 21/2011.
3. Projected numbers on roll have been calculated using the number of pupils born within the schools catchment area, but also taking into account parental trends. Also built into the projections are potential pupils generated from new housing developments within the respective schools catchment area.

Llanfair Kilgeddin CIW primary school is a 4-11 school and therefore has no nursery provision of its own. Nursery provision for those residing in the catchment area of Llanfair Kilgeddin is provided at the following settings.

- Puddle Ducks Nursery, Raglan, 65 places
- Usk Nursery, 60 places
- Sunflowers Nursery, Usk, 52 places

Building Condition

In 2010, the Welsh Government carried out condition surveys across the whole of Wales, providing a consistency of approach. The results were categorised A–D, where A is “Best” and D “Worst”. The table below shows the condition rating for all schools likely to be affected by the proposal.

School	Overall property condition	Description
Usk CIW	B	Satisfactory (minor deterioration)
Goytre Fawr Primary	B	Satisfactory (minor deterioration)
Llanfoist Fawr Primary	A	Good (no deterioration)

There is a new school opening in September 2015 at Raglan CIW Primary therefore there is no overall property condition available.

Usk Church in Wales Primary School

The main building comprises of traditional cavity wall construction with a pitched concrete tiled roof covering. The original timber windows and doors have been replaced in recent years.

Any maintenance items picked up by the survey have been addressed.

Goytre Fawr Primary School

Goytre Fawr Primary School is a single storey framed flat roof construction built around 1970. Part of the school has been recently refurbished and left a small percentage of areas which still require modernisation and repair.

Generally the school is suitably located within a quiet residential area. The school is easily accessible even though no parking facilities are available.

Llanfoist Fawr Primary School

Llanfoist primary school consists of a single storey building comprising timber frame construction with a rendered brick infill. The School was built in 2007.

Generally the building is in a good state of repair.

Estyn Inspection Reports

For comparison purposes details of the most recent Estyn Inspections are shown below for Llanfair Kilgeddin and all schools likely to be affected by the proposal.

1. How good are the outcomes.
2. How good is provision.
3. How good are leadership & management.
4. Overall judgement on the school.
5. Prospects for improvement.

School	Date of Inspection	1	2	3	4	5
Llanfair Kilgeddin VA CIW	Dec 2014	Adequate	Adequate	Unsatisfactory	Adequate	Unsatisfactory

Usk CIW VC	Nov 2010	Adequate	Adequate	Adequate	Adequate	Adequate
Goytre Fawr	April 2012	Good	Good	Good	Good	Good
Llanfoist Fawr	May 2012	Good	Good	Good	Good	Good

Key

Excellent- Many strengths, including significant examples of sector leading practice

Good - Many strengths and no important areas requiring significant improvement

Adequate - Strengths outweigh areas for improvement

Unsatisfactory - Important areas for improvement outweigh strengths

Summary – Llanfair Kilgeddin

The schools current performance is adequate because:

- Nearly all pupils communicate well with one another and adults
- Many pupils read at an appropriate level for their age and ability
- Most pupils develop their numeracy and skills successfully in mathematics lessons
- Working relationships between adults and pupils are positive; and
- The school has a welcoming and supportive ethos

However

- The performance of more able pupils, particularly at the end of key stage 2, is too low when compared with that of similar schools;
- The schools does not provide pupils with enough opportunities to develop their skills regularly in a range of contexts across the curriculum; and
- Assessment procedures are underdeveloped

The school's prospects for improvement are unsatisfactory because:

- The school has a poor track record of delivering sustained improvement over time;
- Self-evaluation procedures are not rigorous enough and do not take good enough account of first hand evidence
- The outcomes of self-evaluation are not used well enough to identify priorities or to set clear and measurable targets for improvement; and
- There is no stable leadership in place

The School was subsequently put into Special Measures by Estyn in December 2014

Summary – Usk

The schools current performance is adequate because:

- Most pupils make satisfactory progress
- The overall quality of teaching and assessment is adequate
- Most pupils' standards of wellbeing are good
- The quality of care, support and guidance is good
- Moral and social development is good
- Standards of behavior are good and
- Pupils attendance is consistently above local and national levels

The schools prospects for improvement are adequate because:

- There is insufficient clarity in the overall strategic direction of the school and senior staff and governors are not involved enough in shaping it.
- Although the deputy headteacher has introduced a number of relevant new initiatives, they have not had time to embed in the school's practice
- The involvement of staff, governors, parents and pupils in the schools self-evaluation process is under-developed; and
- Planning for improvement is not sharply focused on the most important priorities.

Summary – Goytre Fawr

The schools current performance is good because:

- Most pupils make good progress in learning and achieve good standards in literacy skills across the curriculum
- Teachers provide valuable learning experiences that motivate pupils to learn
- There is a warm and welcoming ethos that makes pupils feel secure and happy in school
- The good support and guidance provided contribute significantly to pupils wellbeing and have a positive impact on learning and
- Most pupils are enthusiastic and participate fully in lessons

The schools prospects for improvement are good because:

- The senior management team and other leaders identify strengths and areas for development in a systematic way
- The clear vision of the headteacher is embraced by all staff and governors

- The analysis of performance data from a range of different sources has a positive impact on improving standards and
- Governors provide effective support and robust challenge

Summary – Llanfoist Fawr

The schools current performance is good because:

- Most pupils make consistently good progress and achieve above average standards
- Most pupils attitudes to learning are very positive and almost all behave well
- The curriculum is stimulating, practical and creative
- The overall quality of teaching is good
- Care, support and guidance are thorough and effective and the school is highly inclusive
- Strategic leadership and management are good and improving and
- Partnerships with other schools, the local authority and the community are beneficial and worthwhile

The schools prospects for improvement are good because:

- Its senior leaders and governors provide effective leadership and share a clearly-focused vision for improvement
- Thorough and widely shared self-evaluation processes lead to accurate judgements about performance
- Improvement planning addresses the most important priorities and
- The pace of improvement has rapidly accelerated in this academic year

Raglan CIW Primary had an inspection under a different format

1. How well do learners achieve.
2. How effective are teaching, training and assessment.
3. How well do the learning experiences meet the needs and interests of learners and the wider community.
4. How well are learners cared for, guided and supported.
5. How effective are leadership and strategic management.
6. How well do leaders and managers evaluate and improve quality and standards.
7. How efficient are leaders and managers in using resources.

School	Date of	1	2	3	4	5	6	7
--------	---------	---	---	---	---	---	---	---

	Inspection							
Raglan CIW	June 2010	1	1	1	2	1	1	2

Key

Grade 1 good with outstanding features

Grade 2 good features and no important shortcomings

Grade 3 good features outweigh shortcomings

Grade 4 some good features, but shortcomings in important areas

Grade 5 many important shortcomings.

Recommendations

In order to further improve, the schools needs to:

- Maintain high standards already achieved across all areas
- Further improve standards of communication in Welsh; and
- Address the on-going safety issue arising from the lack of perimeter fence
- Pupils would be educated in high quality modern buildings which would be able to support the delivery of a broad and balanced curriculum, including the requirements of the National Curriculum and the Foundation Phase.
- The proposed establishment of the new build school, fit for the 21st Century, would offer an exciting and attractive career proposition, and it is therefore expected that the new school would attract high quality leadership, management and teaching.

The Quality and Diversity of Education

A comparison between the quality and diversity of Education at the school subject to the proposal and the schools likely to be affected by the proposal is provided below.

Llanfair Kilgeddin Primary School has been categorised by the Educational achievement Service (EAS) as 'purple' since March 2013 meaning that the school required a critical level of support and intervention. The EAS provided an intensive programme of support to the school over an extended period to secure necessary improvements.

In December 2014 Estyn inspected Llanfair Kilgeddin and judged that the school required special measures because a number of important areas for improvement had been identified, particularly in relation to the school's poor track record of delivering sustained improvement, the lack of stable leadership, a lack of good quality resources and an unsatisfactory learning environment.

In January 2015 under the national school categorisation system, the school has been judged to be 'red' which means that it is a school in need of the greatest improvement and requiring intensive support.

By comparison, three of the four schools identified as proposed alternatives have been categorised as 'yellow' under the national system which means they are effective, doing well and knows the areas they need to improve. The fourth school has been categorised as 'green' because it is a highly effective school with strong leadership and a good track record of improvement.

Three of the four proposed schools have been inspected under the new framework and all have been judged to be at least adequate and good overall. The fourth school has yet to be inspected.

The learning environments and resources at all of the four schools are well developed one of the schools is due to move onto a new school site in September 2015. This is a purpose built site that has been designed to meet the needs of learners into the 21st century.

School	Support Category	Overall Achievement	Standards Group *	Improvement Capacity *
Llanfair Kilgeddin VA	Red	92.3% of pupils are achieving the foundation phase and core subject indicator.	3	D
Raglan CIW	Yellow	89.5% of pupils are achieving the foundation phase and core subject indicator.	2	B
Goytre Fawr	Green	93.4% of pupils are achieving the foundation phase and core subject indicator.	1	A
Usk CIW	Yellow	95.9% of pupils are achieving the foundation phase and core subject indicator.	1	B
Llanfoist Fawr	Yellow	92.5% of pupils are achieving the foundation phase and core subject indicator.	1	B

*The standards group is based on a range of information to make a judgement about the schools standards, each school is given a score between 1 to 4, with 1 being the best and 4 being the worst.

*The improvement capacity is an evaluation of the schools capacity to improve further, taking account of the evidence about the standards and the quality of leadership and teaching and learning. Schools will be in one of four groups (improvement capacity A to D), with schools in improvement capacity A showing the most capacity to improve themselves and those in improvement capacity D showing the least.

Options Considered

There were 2 options available to the Local Authority and that was to do nothing or to agree to the Governing Bodies request to consult on closing the school.

If the council declined the Governing Bodies request to do nothing this would result in the following:

- No head teacher or senior leadership within the school.
- Mixed age classes across a Key Stage involving multiple year groups.
- Very small age cohorts, which can lead to reduced opportunities for activities, such as team sports and for social interaction with children of their own age.
- A small number of teaching staff which means a greater work load and increased difficulty in sharing widely the delivery of the National Curriculum subjects.
- Concerns about adequate supervision and cover in cases of emergencies or accidents.
- If the Governing Body were able to appoint a Headteacher it would be one with a dual role, combining significant classroom teaching commitment with management responsibilities.
- Standards of teaching may be more volatile, as the effect of one good or weak teacher is much greater in a small school than in a large one.
- Lack of modern facilities and equipment and a school hall.
- The school is small it is also more expensive to run, partly because it will run with small classes and the fixed overheads are high in relation to the budget.
- There is the issue of a significant and growing surplus capacity at the school and all of the teaching and learning challenges that a shrinking school may face.
- The condition of the school buildings will continue to deteriorate and the costs required to bring the school up to standard will continue to increase.
- With projected falling rolls, consideration had to be given as to whether investment of this level continues to represent value for money.

The following risks associated with the proposal have been listed below:

- We would have a school that did not have a robust leadership team in place
- A building that is not fit for purpose and would require significant capital investment to enable it to deliver the curriculum
- The quality of teaching and learning within the school could not improve due to the above.
- Standards of achievement would not improve.

- Surplus places would increase across the authority which is not financially acceptable.
- Because of small cohorts pupils would not develop relationships with peers of their own age group.

Admissions Arrangements

If the proposal is implemented the authority has given its commitment to breach the admission number where necessary at the school of choice. It is anticipated that pupils will disperse to neighboring schools, predominately Raglan CIW primary with effect from September 2016.

Catchment areas are to be reconfigured and it is proposed that the current Llanfair Kilgeddin catchment area will be incorporated in to Goytre Fawr and Raglan CIW primary Schools with there being denominational education available at both Raglan CIW and Usk CIW primary schools. Maps of the reconfigured catchment areas can be found at appendix 3.

Historically a proportion of pupils who attend Llanfair Kilgeddin VA Primary School do so until the end of Foundation Phase and then leave to attend private schools. This has also been the case during 2014/15 academic year.

Home to School Transport

If the proposal is implemented the authority has given its commitment to provide free home to school transport in line with the current policy to pupils on roll at the time of closure. The current home to school transport policy states that transport will only be provided for pupils residing more than 1.5 miles away.

Because of the rurality of the village all pupils would have to be transported to their preferred school in line with the Authority's home to school transport policy.

Human Resources

The Local Authority will seek to minimise, as far as practicable, any hardship that may be suffered by the employees concerned and it is hoped to achieve this by working in close partnership with Governing Bodies, employees and trade unions.

The Local Authority recognises that the effect on employees of potential and actual redundancy and/or redeployment is not an easy one and it is therefore our intention to operate procedures which are fair, transparent and open to scrutiny, and which can be applied with due consideration and empathy for the employees concerned.

All employees, with over one years' continuous local government service, are identified as being 'at risk' of redundancy in any of the following situations:-

1. on publication of a statutory notice to close a school
2. following a Cabinet decision where there have been no statutory objections

Letters will be provided to all employees, from the local authority, giving notice that posts are 'at risk' of redundancy and informing of the right of representation and appeal.

The Head teacher and a representative from the local authority (normally HR) will meet with all employees on an individual basis ('at risk' interview). Employees are informed of their right to be accompanied by a Trades Union representative or work place colleague.

Employees are able to make representations to their existing Governing Body.

Employees are able to exercise their right to appeal to the existing Governing Body and to the local authority (as ultimate employer) and have the appeal concluded by 31st May.

Redeployment opportunities will be explored for all staff in line with the protection of employment policy

At present as there are no longer any pupils on roll of the school the staff have been redeployed to other schools within Monmouthshire until a decision is made on the future of the school. However they still remain in the employment of the Governing Body of Llanfair Kilgeddin VA Primary School.

Equality impact assessment

The Welsh Government and the Council has adopted the UN Convention on the Rights of the Child which is expressed in seven core aims that all children and young people:

1. have a flying start in life;
2. have a comprehensive range of education and learning opportunities;

3. enjoy the best possible health and are free from abuse, victimisation and exploitation;
4. have access to play, leisure, sporting and cultural activities;
5. are listened to, treated with respect, and have their race and cultural identity recognised;
6. have a safe home and a community which supports physical and emotional wellbeing;
7. are not disadvantaged by poverty.

We consider that this proposal benefits the children in the communities of Llanfair Kilgeddin in accordance with the seven core aims set out above.

An Equality impact assessment has been undertaken and can be found at appendix 2.

Community Impact

There is very little use of the school building for community activities, there is a hall within the village which is for use by the community.

The area is not part of the designated community's first programme.

A community impact assessment has been undertaken as part of the Equality Impact Assessment attached at appendix 2.

What happens next

The following table explains what will happen next and sets out the statutory process:

19 th October – 6 th December 2015	Statutory consultation on the proposal
6 th January 2016	Cabinet receive a report on the outcome of the consultation and consider the next steps. If cabinet agree to proceed a statutory notice will be published
18 th January 2016	Statutory notice published, there will be a 28 day objection period
23 rd March 2016	Cabinet receive report to determine the proposal. A report detailing any objections received will be submitted.
24 th March 2016	If cabinet agree to the proposal the school will officially close



PROPOSAL – To close Llanfair Kilgeddin VA CIW Primary School
DATE OF CONSULTATION EVENT – 9th November 2015

YOU'RE VIEWS

We would like your views on the above proposal. Please complete this proforma and return it to the address at the bottom, alternatively it can be handed in at the consultation event.

Cath Sheen, Monmouthshire County Council, PO Box 106, Caldicot, NP26 9AN or email strategicreview@monmouthshire.gov.uk

Please tick the box if you wish to be notified of the publication of the consultation report.

Other Information

Further Information on this and any other proposal can be found on www.monmouthshire.gov.uk/strategicreview

Frequently asked questions are in another document that will be up-loaded weekly and put onto the Monmouthshire County Council Website.

Appendix 1 – List of Consultees

List of Consultees

- Parents, Guardians and carers of all pupils of schools directly affected by the proposal
- Headteacher, staff and governors of schools directly affected by the proposal
- Pupils/Pupil Councils of schools directly affected by the proposal
- Headteachers of all schools in MCC area
- All MCC Members
- Welsh Ministers
- All MCC Town and Community Councils
- All MCC Welsh Assembly Members, including regional AM's
- All Members of Parliament representing MCC area
- All MCC Libraries
- Directors of Education of all bordering LAs – Blaenau Gwent, Newport, Powys, Torfaen, Herefordshire, Gloucestershire
- MCC Youth Service
- GAVO
- Monmouthshire Governors Association
- Careers Wales
- Teaching Associations
- Support Staff Associations
- Policy Officer (Equalities & Welsh Language)
- Welsh Language Commissioner
- Welsh Government – Schools & Post-16 Divisions
- ESTYN
- RHAG
- Mudiad Meithrin
- Church in Wales Diocesan Trust, Director of Education
- Roman Catholic Diocesan Trust, Director of Education
- South East Wales Consortium
- South East Wales Education Achievement Service
- South East Wales Transport Alliance (SEWTA)
- Gwent Police and Crime Commissioner
- Coleg Gwent
- Transport Department, MCC
- Regular community users Llanfair Kilgeddin
- Early Years Development and Childcare Partnership

Appendix 2 – Equality Impact Assessment

The “Equality Challenge”

Name of the Officer completing “the Equality challenge” Cath Sheen		Please give a brief description of the aims proposed policy or service reconfiguration: Permission from Cabinet to undertake a statutory consultation process on a proposal to close Llanfair Kilgeddin VA Primary School	
Name of the Division or service area Children & Young People		Date “Challenge” form completed 28/07/2015	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age		X	
Disability			X Recipient Schools are DDA compliant

Marriage + Civil Partnership		X	
Pregnancy and maternity		X	
Race		X	
Religion or Belief		X	Denominational education is available in other Church Schools in the County
Sex (was Gender)		X	
Sexual Orientation		X	
Transgender		X	
Welsh Language		X	

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

The next steps

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

.The recipient schools which pupils are attending or will attend in future will be able to accommodate pupils with disabilities, they are DDA compliant whereas Llanfair Kilgeddin VA School building is not DDA compliant

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

N/A

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Signed Cath Sheen **Designation** Client Liaison Officer **Dated** 28th July 2015

EQUALITY IMPACT ASSESSMENT FORM

Name of policy or change to service (Proposal)	Directorate:	Department:
Statutory Consultation on proposal to close Llanfair Kilgeddin V A School	CYP	21 st Century Schools
Policy author / service lead	Name of assessor	Date of assessment:
Cath Sheen	Cath Sheen	2807/2015

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

Yes

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

The report is to request permission to consult on the proposed closure of Llanfair Kilgeddin VA Primary School. The Governing Body has requested the Local Authority to start the consultation process and the Monmouth Diocesan Trust are in agreement with the consultation.

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

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

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

If agreement is given to consult on the closure there will be consultation in line with the School Standards and Organisation (Wales) Act 2013 and the timeline is attached at Appendix 1

5 Please list the data that has been used for this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service

Joint EAS and LA review, Estyn Inspection, Internal Audit Report and Diocese Section 50 Report

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

Significant support has been provided to the school following the publication of the reports listed above – this involved forming an Alliance’ with other Abergavenny Schools, appointing an Executive Head and Acting Headteacher, both of which resigned and the Alliance ended.

Further support was provided by appointing another Executive Headteacher whilst the pupils were located to Usk VC School to share their building.

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7. Final stage – What was decided?

- **No change made to proposal/s – please give details**
- **Slight changes made to proposal/s – please give details**

- **Major changes made to the proposal/s to mitigate any significant negative impact – please give details**

The Governing Body requested the Local Authority to start the consultation process to close the school.

Signed Cath Sheen **Designation** Client Liaison Officer **Dated** 28/07/2015

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Cath Sheen		Please give a brief description of the aims proposed policy or service reconfiguration To request Members agree to the Governing Body’s request for the LA to undertake the statutory consultation process to close Llanfair Kilgeddin VA Primary School	
Name of the Division or service area 21 st Century Schools, CYP		Date “Challenge” form completed 28/07/2015	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food		X	
Improve housing quality and provision		X	
Reduce ill health and improve healthcare provision		X	
Promote independence			X

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

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

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

➤	➤
---	---

The next steps

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

Should the proposal to consult on the closure of the school be agreed and the closure goes ahead the pupils who would have originally attended the school will have access to an enhanced quality of teaching and pupil attainment, the LA provides the conditions at other schools that will enable pupils to prosper as well as independent learning

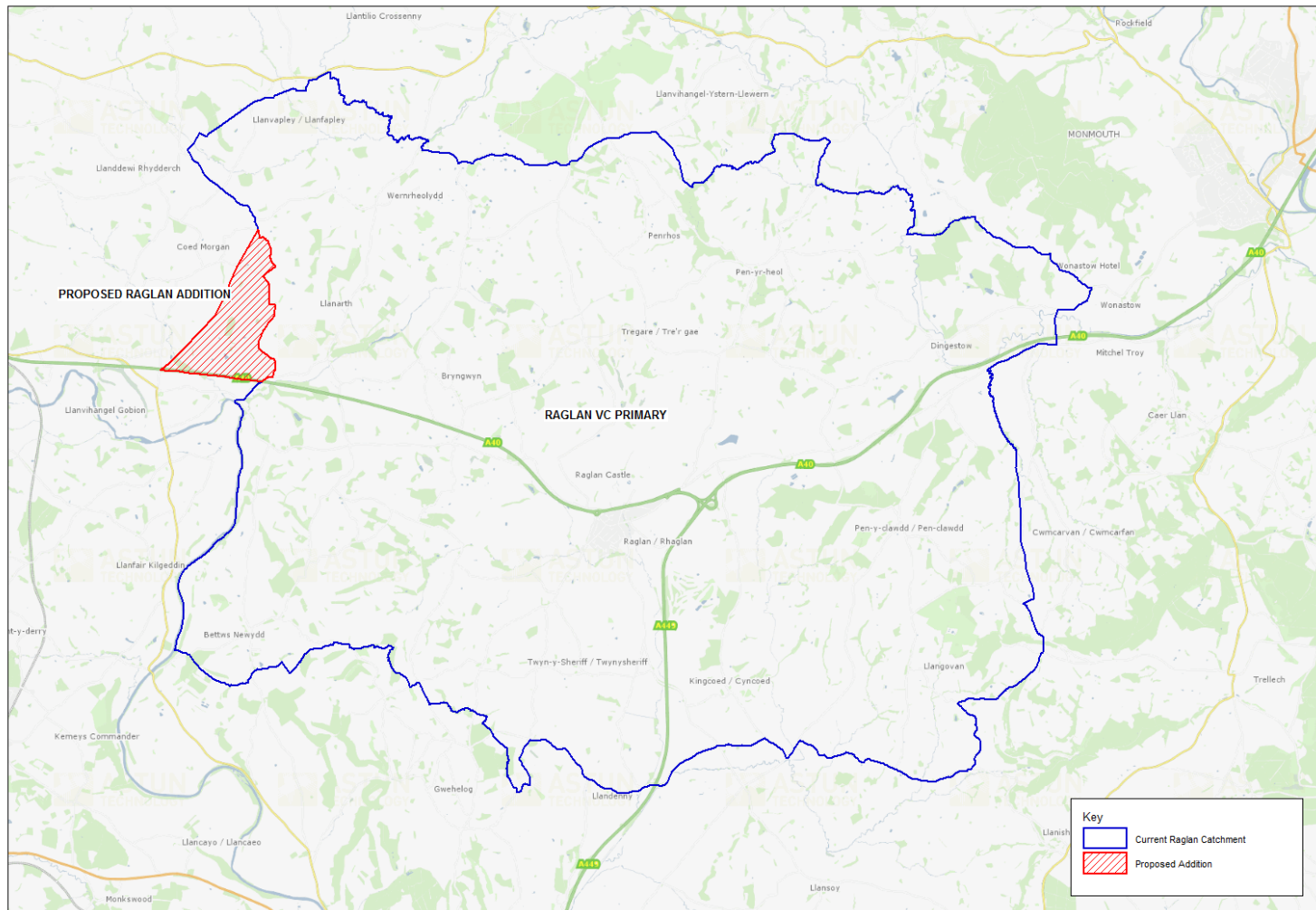
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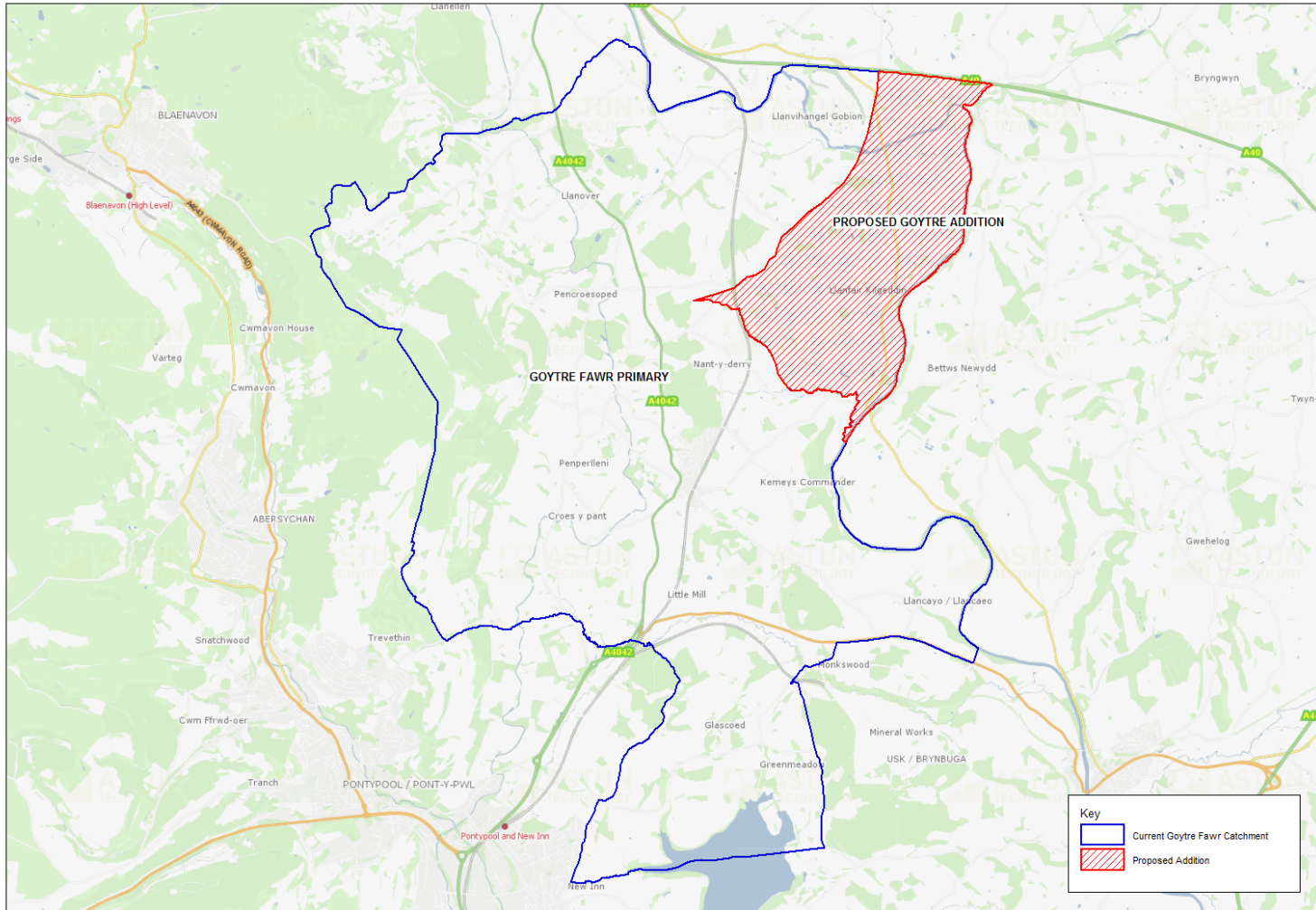
- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

--

Signed Cath Sheen

Dated: 28/07/2015





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Timetable**Statutory Consultation to Close Llanfair Kilgeddin CIW Primary School**

Task	By When
Draft report for Cabinet to request to proceed to Statutory consultation on proposed closure. Consultation document to be drafted and included with report.	3 rd June 2015
Report to be shared with DMT	21 st July 2015
Report to be shared with SLT	11 th Aug 2015
Report to be sent to Sarah King Democratic Services	21 st Sept 2015
Decision by Cabinet	7 th Oct 2015
Call in period ends	16 th Oct 2015
Statutory Consultation Period commences	19 th Oct 2015 – 6 th Dec 2015
Drop in Session for parents, public and interested parties	4 th Nov 2015
Report including details of the consultation to be written outlining specific comments and answers provided	24 th Nov 2015
Report to DMT	8 th Dec 2015
Report to SLT	15 th Dec 2015
Special Select meeting to be arranged for consultation report.	TBC
Report to be sent to Sarah King Democratic Services	21 st Dec 2015
Report to cabinet to agree to publish Statutory Notice	6 th Jan 2016
Decision subject to 7 days call in	15 th Jan 2016
Statutory Notice to be drafted	15 th Jan 2015
Statutory Notice Period	18 th Jan – 14 th Feb 2016
If objections are received an objection report to be written	17 th Feb 2015
Objection report and supporting documentation to Cabinet to agree to closure	23 rd March 2015
School Closes	24 th March 2015

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Appendix 2

The “Equality Challenge”

Name of the Officer completing “the Equality challenge” Cath Sheen		Please give a brief description of the aims proposed policy or service reconfiguration: Permission from Cabinet to undertake a statutory consultation process on a proposal to close Llanfair Kilgeddin VA Primary School	
Name of the Division or service area Children & Young People		Date “Challenge” form completed 28/07/2015	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age		X	
Disability			X Recipient Schools are DDA compliant
Marriage + Civil Partnership		X	
Pregnancy and maternity		X	
Race		X	
Religion or Belief		X Denominational education is available in other Church Schools in the County	

Sex (was Gender)		X	
Sexual Orientation		X	
Transgender		X	
Welsh Language		X	

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

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The next steps

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

.The recipient schools which pupils are attending or will attend in future will be able to accommodate pupils with disabilities, they are DDA compliant whereas Llanfair Kilgeddin VA School building is not DDA compliant

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

N/A

Signed Cath Sheen **Designation** Client Liaison Officer **Dated** 28th July 2015

EQUALITY IMPACT ASSESSMENT FORM

Name of policy or change to service (Proposal)	Directorate:	Department:
Statutory Consultation on proposal to close Llanfair Kilgeddin V A School	CYP	21 st Century Schools
Policy author / service lead	Name of assessor	Date of assessment:
Cath Sheen	Cath Sheen	2807/2015

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

Yes

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17

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

The report is to request permission to consult on the proposed closure of Llanfair Kilgeddin VA Primary School. The Governing Body has requested the Local Authority to start the consultation process and the Monmouth Diocesan Trust are in agreement with the consultation.

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

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

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

If agreement is given to consult on the closure there will be consultation in line with the School Standards and Organisation (Wales) Act 2013 and the timeline is attached at Appendix 1

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

Joint EAS and LA review, Estyn Inspection, Internal Audit Report and Diocese Section 50 Report

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

Significant support has been provided to the school following the publication of the reports listed above – this involved forming an Alliance' with other Abergavenny Schools, appointing an Executive Head and Acting Headteacher, both of which resigned and the Alliance ended.

Further support was provided by appointing another Executive Headteacher whilst the pupils were located to Usk VC School to share their building.

The Governing Body tried to recruit for a Headteacher but this was to no avail.

7. Final stage – What was decided?

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

• **Slight changes made to proposal/s – please give details**

• **Major changes made to the proposal/s to mitigate any significant negative impact – please give details**

The Governing Body requested the Local Authority to start the consultation process to close the school.

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Cath Sheen		Please give a brief description of the aims proposed policy or service reconfiguration To request Members agree to the Governing Body’s request for the LA to undertake the statutory consultation process to close Llanfair Kilgeddin VA Primary School	
Name of the Division or service area 21 st Century Schools, CYP		Date “Challenge” form completed 28/07/2015	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food		X	
Improve housing quality and provision		X	
Reduce ill health and improve healthcare provision		X	
Promote independence			X
Encourage community participation/action and voluntary work		X	
Targets socially excluded		X	

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

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

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

The next steps

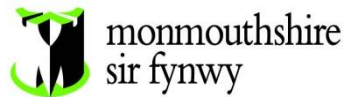
- If you have assessed the proposal/s as having a **positive impact please give full details** below

Should the proposal to consult on the closure of the school be agreed and the closure goes ahead the pupils who would have originally attended the school will have access to an enhanced quality of teaching and pupil attainment, the LA provides the conditions at other schools that will enable pupils to prosper as well as independent learning

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

Signed Cath Sheen

Dated: 28/07/2015



SUBJECT:	ADDITIONAL LEARNING NEEDS
MEETING:	Cabinet
DATE:	25 September 2015
DIVISION/WARDS AFFECTED:	All

NON-PUBLICATION

1. PURPOSE:

The purpose of this report is to advise Members of the next stage of the proposed strategy for the transformation of ALN service provision across the authority.

2. RECOMMENDATION:

That Members agree to accept the next stage of the ALN strategy:

- 2.1 To consult on closing the Special Needs Resource Base (SNRB) in Deri View Primary School for pupils aged 4 to 11 years with moderate learning difficulties and social, emotional and behavioural difficulties.
- 2.2 The current 7 children on roll in the Special Needs Resource Base (SNRB) will be supported either in the mainstream school or in 2 cases directed by statement of special educational needs to specialist provision.
- 2.3 The proposal would not require any building work or refurbishment.

3. KEY ISSUES:

- 3.1 The current provision is an SEN Resource Base, resourced by the Authority. It supports pupils in the Foundation Phase and Key Stage 2 (pupils aged 4 to 11 years) with complex 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 is a 24 place Resource Base and is resourced by two full time equivalent teachers and 5 teaching assistants. The Resource Base should take pupils from schools in the north of Monmouthshire.

- 3.2 This Resource Base currently is underutilised by pupils from Monmouthshire and currently has 7 pupils who could either be supported in mainstream or need more specialist provision. The overriding aim of the Base has been to return pupils to their mainstream schools or classes, however, this has not been realised as pupils from other schools have not utilised the facility.
- 3.3 School reports that a high proportion of pupils on roll present with high levels of deprivation and poor acquisition of the early years basic skills including language and social development. The school is currently working with Monmouthshire to facilitate a supported Early Years intervention to remediate this.

4. REASONS:

- 4.1 This provision does not meet the needs of the pupils in Deri View Primary School, the cluster area or Monmouthshire as evidenced by the reduction in numbers.

The capacity of the Special Needs Resource Base is 24 places, and is staffed with 2 full time equivalent teachers and 5 teaching assistants. The numbers detailed below have been provided by the school are also included in the school's number. This Base was full at 24 pupils from May 2007 to July 2011. The situation has been in decline as the figures provided by the school evidence.

Year	Autumn Term	Spring Term	Summer Term
2012-13	12	12	12
2013-14	16	16	16
2014-15	16	9	7

Admission numbers at Deri View Primary School are as follows:

Year	Total Capacity	Number of Pupils on Roll	Number of Pupils in SNRB
2012-13	420	278	12
2013-14	420	260	16
2014-15	420	264	7

The five year forecast of places at Deri View Primary School, as at January 2015, was as follows:

Year	Projected Admission Number	Projected Number of Pupils in SNRB
2015-16	252	4
2016-17	276	1
2017-18	290	1
2018-19	296	1
2019-20	304	0

4.2 The provision has not been able to 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. This has never materialised and has supported a small number of children from within the host school only. Its strategic impact has been minimal and it has neither provided 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. No other schools would be adversely affected by the proposal.

4.3 Allowing 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.

5. RESOURCE IMPLICATIONS:

5.1 There is no capital expenditure anticipated, the building is in a good state of repair.

5.2 There will be staffing implications for the school; all staff will be subject to the Protection of Employment Policy which includes redeployment to other schools. If staff were not redeployed there would be a one off redundancy cost. The approximate total redundancy cost could be £55,000 if we were unable to redeploy staff.

5.3 If the unit were to close the on-going revenue savings would be £200,000.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

- 6.1 All Monmouthshire Schools have a delegated budget to support children's special educational needs plus access to School Action Plus Resource Assist Agreements for pupils requiring support the school cannot reasonably provide.
- 6.2 The Equality Impact Analysis is attached.
- 6.3 The actual impact from this report's recommendations will be reviewed annually and criteria for monitoring and review will include:
- The annual engagement for children, parents and schools in Monmouthshire.
 - The annual SEN Self Evaluation of all Monmouthshire schools.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

- 7.1 None, the Local Authority will continue to fulfil its statutory duty.

8. CONSULTEES:

Neighbouring Local Authorities
Headteacher, teachers and parents of children attending Deri View Primary School
Governing body of schools in the Abergavenny Cluster
Staff and parents of children attending the SEN Unit at Deri View Primary
Church in Wales Diocesan and Roman Catholic Diocesan
Welsh Ministers
Local AM – Nick Ramsay
Local MP – David Davies
Estyn
Education Achievement Service (EAS)
Regional Transport Consortium
Professional Associations and Trade Unions
Police and Crime Commissioner
Abergavenny Town Council, Llantillo Pertholey Community Council
Admission Forum
Local Community First Partnership
SNAP Cymru Parent Partnership Service
Child Development Team, Aneurin Bevan Health Board.
Any comments received on the report have been incorporated to the main body of the report.

9. BACKGROUND PAPERS:

Special Educational Needs Code of Practice for Wales (2002),
Inclusion and Pupil Support (2006),
The Equality Action 2010.
Estyn Report on Deri View Primary School January 2013

10. **AUTHOR:** Stephanie Hawkins, Principal Officer Additional Learning Needs

11. **CONTACT DETAILS:**

Tel: 01633 644486

E-mail: stephaniehawkins@monmouthshire.gov.uk

CONFIDENTIAL

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STATUTORY CONSULTATION DOCUMENT

Proposal 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 behavioural difficulties.

Author: Stephanie Hawkins

Date: September 2015



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Please contact/Cysyllter a: Stephanie Hawkins
Tel/Ffôn: 01633 644486
E-Mail/Ebost: Stephaniehawkins@monmouthshire.gov.uk
Web/Gwefan: www.monmouthshire.gov.uk

To: Statutory Consultees and Other Interested Parties

21 September 2015

Dear Consultee,

RE: PROPOSAL TO CLOSE THE SPECIAL NEEDS RESOURCES BASE AT DERI VIEW PRIMARY SCHOOL FOR PUPILS AGED 4 to 11 YEARS WHO HAVE MODERATE LEARNING DIFFICULTIES AND SOCIAL, EMOTIONAL AND BEHAVIOURAL DIFFICULTIES.

On 20th September 2015, a Cabinet Decision was made to commence consultation on the proposal to close the Special Needs Resource Base for pupils aged 4 to 11 years who have moderate learning difficulties and social, emotional and behavioural difficulties based in Deri View Primary School, Abergavenny.

The proposal does not necessitate any building works or refurbishment, therefore the intention is for this change to be implemented in April 2016.

The consultation period must be at least 42 days, with at least 20 of these being school days. To comply with this requirement the consultation period will commence on 19 October 2015 and will close on 27 November 2015.

Any comments can be made by completing the response proforma at the back of the consultation document and returning it by email to stephaniehawkins@monmouthshire.gov.uk or by post to the above address.

Alternatively, you can attend a 'drop-in' session at Deri View Primary School on the 19 October, 2015, 6.30pm to 8pm.

Yours sincerely,

Stephanie Hawkins
Principal Officer
Additional Learning Needs

STATUTORY CONSULTATION REPORT

THE PROPOSAL

As part of the Additional Learning Needs (ALN) review Monmouthshire County Council proposes to close the Special Needs Resource Base (SNRB) in Deri View Primary School as this is an underused which does not meet the needs of the Authority or the school as it has not been able to fulfil the original brief for the school or the Local Authority as defined by the "Aims of the SNRB". Its strategic impact has been minimal and it has neither provided 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.

The current 7 children on roll in the SNRB will be supported either in the mainstream school or in 2 cases directed by statement of special educational needs to specialist provision.

The proposal would not require any building work or refurbishment, but would require a staffing restructure.

BACKGROUND INFORMATION

Deri View Primary School is a community primary school situated in the small market town of Abergavenny in the north west of Monmouthshire. It was opened in September 2005 following the closure of three smaller local schools. The school which has a capacity for 410 pupils but currently only has 256 on roll. The Nursery has the capacity to offer 60 places in the morning and afternoon sessions but currently has 27 children in the morning and 29 children in the afternoon. The SNRB has capacity for 24 children but currently has 7 children on roll who are all subject to a Statement of Special Educational Needs. There is a Local Authority Children's Centre, "Acorn Centre", attached to the school from which Flying Start and Family First Projects operate.

The area surrounding the school is economically and socially mixed where there is some degree of disadvantage. The majority of pupils who attend Deri View come primarily from the local housing estates where there is a high level of social and financial disadvantage and from the wider area of Abergavenny town. 42% of pupils are entitled to free school meals. This is 11% above the Monmouthshire average, Deri View being the only school in Monmouthshire with over 32% of pupils entitled to receive free school meals.

99.4% of pupils come from English speaking homes and no pupils speak Welsh as a first language at home. The remaining pupils come from other ethnic groups. 4 pupils are Looked After by the Local Authority and there are 5 pupils on the Child Protection Register. School report that pupils' ability on entry is generally lower than the Local Authority average. 64 pupils on roll have been

identified as having special educational needs of these 11 pupils have Statements of Special Educational Needs (SEN), 34 pupils are at School Action and 19 pupils at School Action Plus of the SEN Code of Practice Wales (2002). However, a large number of pupils are identified as being vulnerable and are supported through intervention programmes, the school's Family Support Worker, Social Services and other voluntary organisations, i.e. Young Carers.

School reports that a high proportion of pupils on roll present with high levels of deprivation and poor acquisition of the early years basic skills including language and social development. The school is currently working with Monmouthshire Local Authority to develop a supported Early Years intervention to remediate this.

The SNRB admits pupils in the Foundation Phase and Key Stage 2 (children aged 4 to 11 years) with complex 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 SNRB for some children who fall outside this strict criteria but for whom the appropriate educational professionals consider its resources and facilities appropriate. In order to increase the effectiveness of the SNRB admittance has been widened to consider children with more severe learning difficulties and/or an Autistic Spectrum Disorder with learning difficulties.

From its outset, the SNRB has never been intended as a long term placement for children, however, the aim of the SNRB was to work with children who present with the difficulties outlined above and then successfully return them to their mainstream school by helping them develop the academic, social and emotional skills to allow independent learning and positive social and emotional functions. To date no children placed by the Local Authority in the SNRB have been returned to their substantive placement.

PUPIL PLACES

The pupil numbers for the SNRB detailed below have been provided by the school and are also included in the school's number. The SNRB was full at 24 pupils in May 2007 and this continued until July 2011. The situation has been in decline since that time as the figures provided by the school evidence.

Year	Autumn Term Pupil Numbers	Spring Term Pupil Numbers	Summer Term Pupil Numbers
2012-13	12	12	12
2013-14	16	16	16
2014-15	16	9	7

Admission numbers at Deri View Primary School are as follows:

Year	Total Capacity	Number of Pupils on Roll	Number of Pupils in SNRB
2012-13	420	278	12
2013-14	420	260	16
2014-15	420	256	7

The pupil projection below are based on the numbers on roll as at January 2015 pupil level annual school census (plasc) data and the pupils born within the schools catchment area. They also take into account current parental preference trends and pupils generated from proposed housing developments within the schools catchment area. These forecasted figures do not reflect parental preference, and parental choice for Welsh medium or faith schools.

Year	Total Capacity	Projected Number of Pupils in SNRB
2015-16	252	4
2016-17	276	1
2017-18	290	1
2018-19	296	1
2019-20	304	0

INSPECTION FINDINGS January 2013

The school's current performance	Adequate
The school's prospects for improvement	Adequate

Current performance

The school's performance is adequate because:

- standards in literacy, particularly in speaking, listening and reading, are improving;
- most pupils show steady progress in developing good numerical skills;
- many pupils with additional learning needs attain the expected level at the end of the key stage;
- pupils' wellbeing, including behaviour and attendance rates, is an excellent feature of the school;
- pupils with complex, special and additional learning needs are very well supported; and
- the support pupils receive to overcome any difficulties in their personal backgrounds and circumstance is very effective.

However:

- standards in English, mathematics and science are weak overall;
- pupils' skills in thinking, independent working and information and communication technology skills (ICT) are weak; and
- pupils' Welsh language skills and knowledge about Wales are limited.

Prospects for improvement

The school's current performance	Adequate
The school's prospects for improvement	Adequate
The school's current performance	Adequate
The school's prospects for improvement	Adequate

Prospects for improvement are adequate because:

- the Head teacher has a clear strategy to improve provision and raise pupil standards;
- the school's self-evaluation report is honest, analytical and accurate;
- the school improvement plan has clear objectives derived from the self-evaluation plan and it has clear targets which the Head teacher and the senior leadership team monitor regularly;
- performance management for all staff, including teaching assistants, is clearly linked to pupil outcomes; there is a clear focus on the national priorities of literacy and numeracy and, in particular in the context of the school, to tackling social disadvantage.

However:

- the long-term budget deficit has yet to be resolved.

The school was removed from Estyn monitoring in 2015.

Resource Implications and Costs

There is no capital expenditure anticipated, the building is in a good state of repair. However, should this proposal be put into practice there will staffing implications for the school; all staff employed at the school will be subject to the protection of employment policy which includes redeployment to other schools. If staff were not redeployed there would be a one off redundancy cost. The approximate total redundancy cost could be £55,000 if we were unable to redeploy staff.

TRANSPORT AND ENVIRONMENTAL IMPACT

2 pupils will be transported to out of county specialist schools 1 term earlier than they would have been due to transfer.

EXPECTED BENEFITS AND DISADVANTAGES

Expected benefits of the closing the SNRB are:

- More pupils will continue to have their educational needs met within their local mainstream primary school.
- Maximising Monmouthshire's Local Authority resources to ensure effectiveness of provision.
- Allowing Deri View Primary School to focus their resources on the development of Early Years intervention and to use to their best effect the specialist resources within school to support this.

Possible disadvantages are:

- Two key stage 2 pupils would be transferred to specialist placement one term (March to August 2015) earlier than anticipated.
- The discrete facility sited in the school for children with social, emotional and behavioural difficulties (SEBD) will no longer be available.

CONCLUSION

The provision has not been able to 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. This has not materialised and has supported a small number of children from within the host school only. Its strategic impact has been minimal and it has neither provided 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. No other schools would be adversely affected by the proposal.

TIMETABLE FOR STATUTORY CONSULTATION

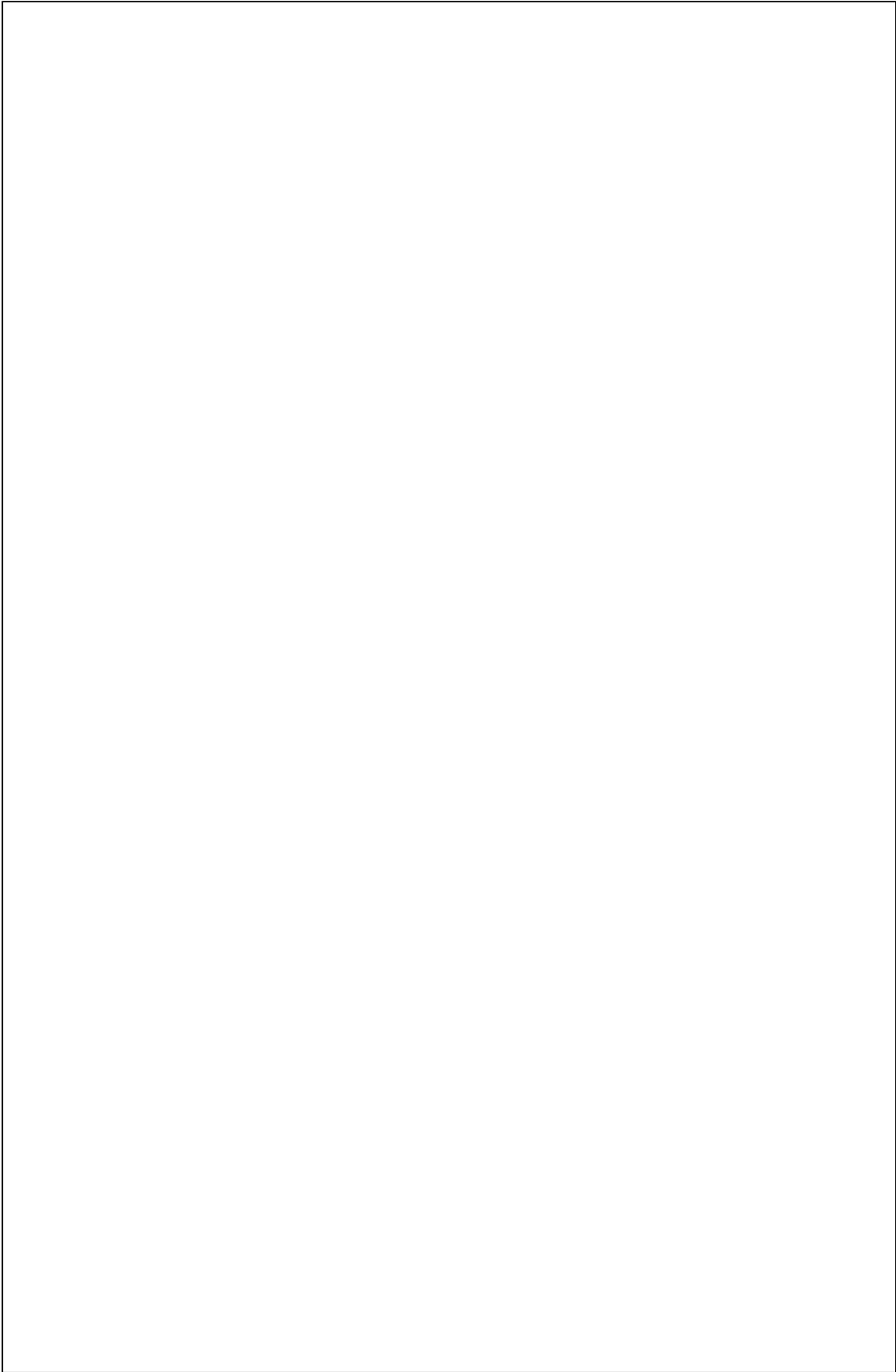
DMT	4 September 2015
Cabinet Report and EQIA to be written (as per template)	20 September 2015
Final cabinet report with comments, recommendations and EQIA to be sent to Sarah King for SLT	25 September 2015
Final Cabinet Report updated to Sarah King	2 October 2015
Cabinet Meeting	7 October 2015
Call in period ends	5pm 16 October 2015
Statutory Consultation Period commences (6 week period, at least 20 days have to be school days)	19 October 2015
Open Evening to be held at Deri View Primary School and on 19 October 2015: Staff 3.30pm, Governing Body 5.30 pm, Parents and Other Interested Parties 6.30 – 8pm	19 October 2015
Statutory Consultation Period ends	27 November 2015
Report to be written including details of the consultation and outlining specific comments and the answers provided	
Report to DMT x 2	2 and 22 December 2015
Report to SLT	
Report to agree to publish statutory notice to be sent to Sarah King	
CYP Select	14 January 2016
Final cabinet report with comments, recommendations and EQIA to be sent to Sarah King	
Cabinet Meeting to consider comments and whether a Statutory Notice will be published.	3 February 2016
Statutory Notice to be drafted	17 February 2016
Statutory Notice published (must publish notice within 26 weeks of consultation end and on a school day)	
28 day objection period ends (must include at least 15 school days)	16 March 2016
Objection report to be written if objections received.	
Objection report and supporting documentation to be submitted to Sarah King for a final decision by Cabinet	6 April 2016
Cabinet Decision	20 April 2016

RESPONSE PRO FORMA

The proposal being consulted on is to close the Special Needs Resource Base at Deri View Primary School, Abergavenny.

We would welcome your views on this proposal and any suggestions or alternatives you would like us to consider.

Please complete and return this form to Additional Learning Needs, Monmouthshire County Council, @Innovation House, Wales 1 Business Park, Newport Road, Magor NP26 3DG, or by email to stephaniehawkins@monmouthshire.gov.uk



APPENDIX 1

DISTRIBUTION LIST FOR STATUTORY CONSULTATION

- Neighbouring Local Authorities
- Headteacher, teachers and parents of children attending Deri View Primary School
- Governing body of schools in the Abergavenny Cluster
- Staff and parents of children attending the SEN Unit at Deri View Primary
- Church in Wales Diocesan and Roman Catholic Diocesan
- Welsh Ministers
- Local AM – Nick Ramsay
- Local MP – David Davies
- Estyn
- Education Achievement Service (EAS)
- Regional Transport Consortium
- Professional Associations and Trade Unions
- Police and Crime Commissioner
- Abergavenny Town Council, Llantillo Pertholey Community Council
- Admission Forum
- Local Community First Partnership
- SNAP Cymru Parent Partnership Service
- Child Development Team, Aneurin Bevan Health Board.

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Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Stephanie Hawkins</p> <p>Phone no: 01633 644486 E-mail:</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> <p>The proposal is as described below: 2016-2017</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.
<p>Name of Service</p> <p>Additional Learning Needs - CYP</p>	<p>Date Future Generations Evaluation form completed</p> <p>14 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>The proposal will offer an inclusive education as close to home and the local community as possible.</p> <p>There may be some staff redundancies as the skill set and expertise for teaching staff may be different.</p>	<p>No negative actions</p> <p>All staff will be subject to Monmouthshire Staff protection of Employment Policy and will be supported with re-deployment.</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>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Children being educated in mainstream school will have access to a wider peer group, which will fulfill Authorities ambition for greater cohesion.</p>	<p>All extra circular activities will accessible to all children at the school and we will encourage as many as possible to participate fully.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>N/A</p>	
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>N/A</p>	
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People</p>	<p>There are great opportunities for children to access sport, art and recreation within a fully inclusive mainstream setting.</p>	<p>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.</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?
are encouraged to do sport, art and recreation		
<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?

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.</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.</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.</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 statutory consultation. (See timetable for statutory consultation)</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>Prevention</p> <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 are 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>Integration</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

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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	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.

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. 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

Page 6 of 6

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 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.

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
--	--

SUBJECT: Independent Safeguarding Review

MEETING: Cabinet

DATE: 7th October 2015

DIVISION/WARDS AFFECTED: All

1. **PURPOSE:** To inform Cabinet of the findings of the independent report undertaken by Ellis Williams into Safeguarding across the County.
2. **RECOMMENDATIONS:** That Cabinet note the report and that key recommendations will be taken forward via the Safeguarding Service Improvement Planning process.
3. **KEY ISSUES:**
 - 3.1 Members will be aware of the level of improvement activity around whole authority safeguarding. The WAO, ESTYN and CSSIW have each raised issues in this area and significant improvements have been put in place. Safeguarding remains a key priority for the Council and we recognise that we need to continue our journey to demonstrate the impact of our work on keeping children and young people safe.
 - 3.2 Consequently it is timely to seek an independent view of how we are progressing in this area and the Chief Officer, Social Care and Health, on behalf of the Whole Authority Safeguarding Group, commissioned a focussed review in May 2015. The stated purpose was to provide an independent external critique, based around the question *“How well does the authority ensure that children and young people are safeguarded?”*
 - 3.3 Ellis Williams, previously Director of Social Services in Newport and Rhondda Cynon Taff Councils was selected to undertake the work based on his extensive experience of the sector. He studied key documents and interviewed a number of officers and Members to form his judgment.
 - 3.4 Ellis William’s report is attached. There is a summary of his conclusions on page 4 of the report and his recommendations can be found on page 18. The report provides a balanced view of the Council and on the whole has a positive tone. It recognises that there has been significant change (see 4.1 of the Williams report) whilst making a number of constructive recommendations on how we should strengthen Safeguarding further.
4. **REASONS:** The attached independent report is an important document for us as we continue to improve our Safeguarding approaches in Monmouthshire.
5. **RESOURCE IMPLICATIONS:** The cost of commissioning the report was £5,000. This was funded from existing safeguarding budgets.

6. **SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:** There are no implications arising directly from this report. Any subsequent decisions arising out of the Safeguarding agenda would be evaluated separately.
7. **SAFEGUARDING IMPLICATIONS:** Focus of this whole report is improving Safeguarding.
8. **CONSULTEES:**

Senior Leadership Team
All Cabinet Members
Head of Legal
Head of Finance
9. **BACKGROUND PAPERS:** None
10. **AUTHOR:** Simon Burch, Chief Officer
11. **CONTACT DETAILS:**

E-mail: simonburch@monmouthshire.gov.uk

MONMOUTHSHIRE COUNTY COUNCIL

INDEPENDENT SAFEGUARDING REVIEW

**An independent report commissioned by the Chief
Officer for Social Care and Health, Monmouthshire
County Council.**

ELLIS WILLIAMS

OPENING LINES LTD

8th JUNE 2015

1. INTRODUCTION

This report has been commissioned by the Council's Chief Officer for Social Care and Health. This post carries with it the Statutory role of Director of Social Services in the Council.

The Brief for the Review can be found in Section 8 of the report.

The Structure of the report is fairly straightforward: -

Context

Summary of Conclusions

Narrative on each element of the Brief on which Conclusions and Recommendations are based i.e.

Leadership & Governance

Relationships

Processes and Practice

Set of Recommendations

Review Brief, list of interviewees, author details

2. CONTEXT

2.1 Impact of Regulators

In October 2012 Estyn reported on an Inspection of the quality of Education Services in Monmouthshire County Council, The outcome of that report sent shock waves through the Council, waves which have continued to ripple and resonate throughout the organisation. There was particular criticism of the whole Authority's grasp of Safeguarding issues corporately as well as in schools.

Subsequently the Monmouthshire Education Service was placed in Special Measures and a Ministerial Recovery Board was created which continues today to monitor progress by the Council in implementing its Improvement Plan.

Estyn returned in February 2014 to consider progress made with Safeguarding since their 2012 Inspection and acknowledged progress had been made at a service and practitioner level but commented,

"The most challenging and significant shortcomings identified in the strategic management of safeguarding have not been addressed well enough"

Estyn will be returning in Autumn 2015 to conduct a further comprehensive Inspection, but with regard to Safeguarding will be asking the big exam question,

'How well has the Authority improved its collection, analysis & evaluation of management information for safeguarding in order to quality assure all safeguarding work and to enable that it is discharging its safeguarding duties appropriately?

This report isn't concerned solely with the Council's response to that question but is heavily at its core.

Other Regulators have entered the arena to make their comments about Safeguarding in Monmouthshire and inevitably issues raised by those agencies have informed the compilation of this report. There have been two Care and Social Services Inspectorate Wales (CSSIW) reports on Children's Services in August 2014 & February 2015 and a Welsh Audit Office report also published in August 2014.

It has not been the intention of this Review to simply catalogue and report on the Council's response to all the individual recommendations of the reports of the Regulators, however, where there is particular relevance or risk, comment is made.

2.2 Other significant influences

The Council needs to be mindful of the impact on Safeguarding of the implementation of the Social Services and Well-being (Wales) Act 2014.

This report is also written at a time when the current Chief Officer for Social Care & Health has decided to retire. He is a key leader whose role in Safeguarding inside the Authority is absolutely essential. Transitional planning around the recruitment of his replacement will be of significant importance if Safeguarding work within the Council is to continue to strengthen.

2.3 The risk of being overwhelmed

There is a risk for any Council of becoming overwhelmed with the scope of what Safeguarding, as a concept, means. Without analysis and risk assessment, there is every opportunity for Safeguarding to become completely unmanageable. For Monmouthshire, the question is whether the work to identify the risks, prioritise efforts and deliver change is sufficiently well grounded in the organisation.

In terms of the Monmouthshire context, what was very encouraging was that, without exception, amongst the officers and members interviewed, there was clear understanding about what Safeguarding meant for them individually and corporately. Safeguarding in Monmouthshire at the highest levels isn't just seen as something that is the responsibility of the Director of Social Services, Children's Services, or more particularly, the Safeguarding & Quality Assurance Unit.

This is a hugely significant in the development of the culture needed in the Authority to ensure that Safeguarding is truly everyone's responsibility

2.4 A reminder of what Safeguarding is

The most common definition of Safeguarding in use in Wales is,

***“Protecting children from abuse and neglect;
Preventing impairment of their health or development; and
Ensuring that they receive safe and effective care;
... so as to enable them to have optimum life chances. “***

(Safeguarding Children : Working Together under the Children Act 2004)

3. SUMMARY OF CONCLUSIONS

3.1 Governance and Leadership

There is a comprehensive set of mechanisms at Officer and Member level which provide a robust governance framework supported by a performance reporting system that is transparent, on line and capable of providing the information and data for challenging scrutiny by Officers, Members and Regulators.

Two small changes are recommended to strengthen current governance arrangements regarding the Corporate Safeguarding Board and formal reporting of the activity of the South East Wales Safeguarding Children's Board to the Council.

3.2 Relationships

The development of the Safeguarding & Quality Assurance Unit has been important in providing expert support, leadership and confidence to the system but care needs to be taken to prevent others thinking they can leave Safeguarding to those experts.

Relationships between Officers and between Officer and Members encourages a strong commitment to Safeguarding.

The size and culture of the Council and current physical and organisational configuration provides excellent opportunities for staff from within different Departments to enable speedy resolution of issues of mutual interest. It's important that both informal and formal communication networks are maintained, so, for example attendance and commitment to joint agency meetings is monitored to avoid complacency and to ensure standards don't slip.

Initiatives to encourage the knowledge and understanding of Members of front line issues and the experiences of Looked After Children are positive developments. There is no current written Engagement Strategy with children & young people to underpin excellent developments involving Members and Looked After Children. It would justify the investment of time in developing this with Children and young people.

3.3 Processes & Practice

Monmouthshire has a number of well conceived policy planning and reporting processes cascading down from the Single Integrated Plan to Service Plans, Reporting mechanisms to report on performance against plan have developed around Report Cards and Service Plans which seem well understood and practical.

In Safeguarding the “trio of reports” relied on by Senior Officers and Members is analytical and evaluative and fit for purpose. It does carry a heavy administrative burden which must warrant review as confidence increases. Scarce resource can then be focussed on areas assessed as of greatest risk.

Quality assurance processes including the Safeguarding Audit Framework (SAFE) audit framework provide encouraging reassurance at service unit level of compliance with the Council’s Safeguarding & Child Protection Policy. This is very important if somewhat painstaking work and just has to be done. Personnel policies in relation to recruitment, Disclosure & Barring Services (DBS) compliance and dealing with allegations of abuse against staff are well understood and actively managed and again provide important reassurance. The Council needs to ensure these are all on-going and not “one off” exercises.

Recently introduced Quality Audit Frameworks have been introduced in Children’s Services to address concerns about consistency of practice as part of the Service Plan improvement actions.

Monmouthshire’s approach to the provision of Safeguarding Training is a model of good practice but challenging to deliver on. Sharper focus on the numbers to be trained at each level is needed.

The process of incorporating agreed external Audit & Inspection recommendations into Service Plans reduces duplication of effort, keeps things simple and appears to work well.

Preparation for the Estyn Self Assessment exercise needs to be initiated and it would be a useful to scan that all previous Estyn recommendations have been addressed

Incorporated into the Head of Children’s Services Service Plan is ongoing work, amongst others, to help staff in all agencies understand threshold levels, improve information sharing and the work of multi agency risk assessment. It’s important Monmouthshire makes its own decision as to how it best does this but there is an alternative multi agency model (Multi Agency Single Hub – MASH) up and running in Wales in Cwm Taf region which should be visited as part of a Regional Multi Agency Safeguarding Board initiative. There’s an opportunity for Monmouthshire to significantly reduce the lead time for it’s implementation with Cwm Taf having tackled issues of Information sharing, IT and service governance.

The new Social Services and Well-being Act will present significant challenges in terms of the provision of community based preventative services to support families at risk of requiring statutory intervention due to

Safeguarding concerns. This will require a review of existing funding streams to ensure current investment matches Council priorities. Monmouthshire has the foundations to meet the needs of the Act with its existing Team around the Family (TAF) and Joint Assessment Framework (JAF) work.

There is need to ensure the speedy recruitment of the replacement for the Chief Officer for Social Care & Health particularly in the lead in period to the next Estyn inspection and for the Council to ensure appropriate levels of support are provided to the Head of Children's Services and the Head of the S&QA Unit during any interim period.

4. LEADERSHIP AND GOVERNANCE ARRANGMENTS

One thing is very clear – the Senior Leadership Team and Senior Members understood that the Regulator's view of Monmouthshire was undeniable and required strong action.

Without clear senior leadership acknowledgement of the seriousness of the problems facing the Authority in 2012, no change, and certainly no learning, could take place inside the organisation.

4.1 Changes introduced to governance arrangements

But there has been change, in fact very significant change, originating from the decision to give very highest priority to Safeguarding in the Authority.

This can be measured by a number of very important developments introduced by the Authority: -

1. Safeguarding embodied in one of the 3 Priorities of the Monmouthshire Single Integrated Plan – "Families are Supported and People feel Safe"
2. The establishment of the Monmouthshire Safeguarding & Child Protection Policy, subsequently revised, which provides clear guidance to staff as to expectations and standards at all levels
3. Safeguarding identified as a Service Plan in its own right – it is the only theme to be afforded this priority in the Service Planning process
4. A Corporate Parenting Panel has been established for Leading Members and others (including Foster Carers and shortly to include Looked After Children) chaired by a Cabinet Member
5. A Whole Authority Corporate Safeguarding Group has been established chaired by the Chief Executive comprising officers from all Departments.
6. Authority wide practice has been introduced that all reports prepared for Members are required to include reference to "Safeguarding Implications" in the same way as "Financial implications" are treated

7. The Safeguarding Service Plan is subjected to challenge and scrutiny on a quarterly basis by the Leader, Cabinet Member, Chief Executive and Policy/Performance Section
8. The Safeguarding and Quality Assurance Unit (S&QA) has been created linking the safeguarding work particularly of Social Care & Health with Children & Young People, but other parts of the Council as well
9. The establishment of a clear line of sight on reporting of performance from front line service to Departmental Management Team, Senior Leadership Team, Select Committee, Cabinet Member, Cabinet & Council supported by transparent access to performance information, available online, to all Members.
10. The establishment of a trio of Safeguarding reports, managed by S&QA, which are subjected to the same challenge and scrutiny process: -

Strategic Report for Safeguarding (High Level Evaluative analysis of performance)

Safeguarding Report Card (Focussed short hand summary of performance data with brief narrative)

Safeguarding Services Plan (Detailed analysis of actions v plans)

This trio of reports form a suite of quantitative and qualitative reports providing insight for the range of interested parties wishing to scrutinise the Council's performance including Members, Senior Managers, Middle Managers, other Officers and Front line staff. This information is published in the public arena so is also freely available for external scrutiny by partner agencies, Regulators, members of the public, service users, Welsh Assembly Government and others.

4.2 The Trio of Reports

It is undoubtedly the case that the Trio of Reports has improved confidence that Senior Managers and Members have a better grip on this extraordinarily complex area of work. Each of the reports provide a different lens on the Safeguarding picture.

They perform this task extremely well and together are a very powerful, valued tool.

The Strategic Report is particularly helpful to Members and other professionals and interested parties perhaps not so closely involved in the day to day operational experience as it provides a strong evaluative element combined with case studies which really do assist understanding of what the work involves. The scoring matrix provides managers with both a historical record of progress but also tests judgement and exposes that for external

scrutiny. Apart from anything else this has to be a very useful learning mechanism for officers.

The other reports are necessary to complete the picture, the Service Plan providing the more detailed story of planned work versus actual achievement and the Report Card providing more short hand but useful narrative.

All three are excellent tools. Over time they need to slim down. The acid test for the content of these types of reports is whether having received a piece of information does it make any difference? Does it, for example, result in any different management action?

If that question can't be answered, unless it's information that's required for a statutory purpose, then it's probably not worth collecting and publishing it. A review and a cull of collected statistics every so often is no bad thing.

It is understandable at this moment in time that everyone in the system wants as much information as they can get, particularly when there has been so much scrutiny, but the burden does need to reduce.

4.3 Member engagement

In addition to the measures outlined above, observation of the contents of the agenda of the regular meetings of the Children & Young People Select Committee demonstrates a breadth of interest and depth of challenge consistent with healthy and appropriate scrutiny as well as support for the service.

The Corporate Parenting Panel is growing in confidence and in reach. It is an excellent and necessary development. The potential engagement of young people in its work would be very beneficial to all involved. Officers and Members were aware how careful this engagement needs to be managed. This has started but would be assisted by the establishment of an Engagement Strategy for Children & Young People. CSSIW recommended the development of Participation Strategy for Looked After Children. An Engagement Strategy would incorporate this work.

4.4 Role of the Statutory Director of Social Services

Inevitably in considering issues of Governance in relation to Safeguarding, the particular role of the Statutory Director of Social Services is worthy of brief reflection. In statute, the Director carries indivisible accountability for the safeguarding of young people and adults in their County. Any Director of Social Services has to satisfy him/herself that children and young people across their Authority are appropriately safeguarded. He/she must therefore hold others to account for their own areas of responsibility.

In Monmouthshire there is a very strong team ethic with matched recognition at the highest level that safeguarding is indeed everyone's responsibility. The Chief Executive has himself provided highly symbolic leadership of the Whole Authority Corporate Safeguarding Board giving a very clear message to all

about the importance he has personally given to this area of work. The list of achievements detailed above suggests that this initiative has been richly rewarded.

It is recommended that having provided that breakthrough, more appropriate leadership of this Corporate body should now be provided by the Chief Officer for Social Care & Health (which incorporates the role of the Director of Social Services in Monmouthshire) and that it is in this forum that he/she can appropriately and legitimately hold his/her colleagues to account for their safeguarding responsibilities.

4.5 Links to South East Wales Safeguarding Children Board

On a Regional basis, very important links exist between the Council and the South East Wales Safeguarding Children Board (SEWSCB), a body until recently chaired by the Monmouthshire Chief Officer for Social Care & Health.

Officers in Monmouthshire play an active role in SEWSCB activities and there is consistent alignment of priorities and work programmes. In Monmouthshire, a multi agency Local Learning Group sits within the SEWSCB structure to ensure Regional and Local issues are dealt with appropriately. Currently there is no formal reporting of SEWSCB activity at the Council. Closing this gap would be recommended.

5. RELATIONSHIPS

5.1 The Role of the Safeguarding & Quality Assurance Unit

The point was made on more than one occasion that the initiative to establish the Safeguarding & Quality Assurance Unit (S&QA) was in train before the original Estyn Inspection. The Unit is undoubtedly a key element in strengthening Safeguarding activity in Monmouthshire. But in its success lies a risk, recognised by the Senior Leadership, that others might look to the S&QA Unit for all the answers, much like the role that specialist Health & Safety Advisers can sometimes become where the organisational Health & Safety culture is weak.

The fact that the organisation is sensitive to this risk is important but should the forensic eye be taken off its current focus, as other issues inevitably emerge in the Authority, the danger is that people might slip into leaving it "to the experts". The Council needs to be vigilant in preventing this happening.

Having made that point, it is clear that the S&QA Unit play a key role in encouraging active engagement of other parts of the Council in the Safeguarding agenda, an area covered later in the section on Processes and Practice.

In particular the S&QA Unit supports the relationship between the Unit, Children & Young People, Children's Services and the Personnel Department. Regular liaison meetings are held to discuss Safeguarding issues. Senior Management needs to ensure consistent attendance at these meetings is maintained. To encourage commitment to these joint meetings and avoiding complacency, attention to improving the understanding of representatives of

the purpose of these meetings, their role and the importance of their engagement in joint agenda setting and the joint development of forward work programmes is vital.

5.2 Relationship between Members and Officers

There was no evidence to suggest that relationships between Members, Officers and between Departments was anything other than mature and positive. Respecting the roles of others is so important in developing a strong, healthy and appropriately challenging culture that promotes Safeguarding.

There was genuine commitment and understanding of the importance of Safeguarding at Cabinet Member and Select Committee Chair level combined with supportive yet challenging engagement at a formal and informal level. Where reports have not been of sufficient standard the Select Committee has for example referred them back for revision and resubmission.

The Cabinet Member has regular sessions with the Head of S&QA Unit to discuss Safeguarding issues in particular and separately with the Chief Officer for Social Care & Health and Head of Children's Services.

5.3 Relationships between Officers

One of the strengths of the size of Monmouthshire and the organisation's configuration and culture is the ease by which any emerging issues can be quickly discussed by Officers without any obvious organisational or hierarchical barriers. The Physical environment, proximity and regular informal contact of officers from different parts of the Council creates opportunities for better relationship and sharing of information. This indeed is very impressive.

There were examples of how easy staff find it to raise and resolve issues across and up and down the organisation. For example a social worker discussing next morning with the Chief Officer for Children & Young People (i.e. the Director of Education) a case that had blown up during the night.

There is a positive attitude in Children & Young People and Children's Services that emerging issues between them can be dealt with quickly. An example of this was how quickly joint work to identify and work with a group of particularly difficult young people in a town in Monmouthshire was achieved, on this occasion also with the Police.

There was another example where an emerging issue between the Council and an external agency – in this case Gwent Police, was easily escalated by a Head of Service to the Chief Executive who, quickly and appropriately, raised the issue with the Police to develop a joint approach to solving the problem. There's a nimbleness of foot in Monmouthshire which many larger bureaucracies would struggle to match.

These informal networks are important and undoubtedly improve communication and relationships between individuals and Agencies. However this cannot be at the expense of investment in time and commitment to the more formal arrangements that secure long term partnership working. This

would be particularly the case in the relationship between staff in Education and Children's Services.

5.4 Members access to staff and Looked After Children

The Regulators made a number of comments in their reports regarding Members improving their "line of sight". The previous section reflected on the mechanisms introduced by the Council to get access to information and evaluative analysis. Another practical source of information for Members regarding Safeguarding can be provided by Members gaining direct access to staff and Looked after Children. This is entirely legitimate provided it is appropriate and proportionate.

It was clear that this has been an active source of discussion between Senior Members and Senior Officers, the outcome from which is a mature, measured approach to ensuring Members gain that access.

With regards to accessing frontline staff, all Members will be given opportunity to attend a series of Safeguarding Seminars provided by Officers where opportunity to discuss cases, suitably anonymised, will be given by front line staff. The use of case studies to bring the work to life is an extremely helpful communication tool, one which is also embodied in the Strategic Safeguarding report reported on in Section 4.1 (Bullet point 10)

With regards to accessing Looked After Children, the Corporate Parenting Panel will be working with a group of Looked After Young People to encourage representation at the Panel. The Panel has also been important in developing the role of an Apprenticeship post in the Council for a Care Leaver to gain experience of the world of work. Plans are also underway to develop a Looked After Children Council.

There is no current written Engagement Strategy to underpin these excellent developments. It would justify the investment of time in developing this with Children and Young People.

6. PROCESSES & PRACTICE

The Challenge to Monmouthshire after the follow up visit by Estyn in February 2014 was,

'How well has the Authority improved its collection, analysis & evaluation of management information for safeguarding in order to quality assure all safeguarding work and to enable that it is discharging its safeguarding duties appropriately?'

The question is whether the Monmouthshire Performance Management System in which Safeguarding is positioned AND the reporting mechanisms which have been constructed within that system are fit for purpose.

The view from Senior Officers is that there has been a step change in the method, robustness and quality of the information and performance data now being provided for scrutiny by management and Members.

6.1 The Policy Planning Process

The Policy planning process is very clear and it comes from the top corporately supported by the Policy and Partnerships Service.

The starting point is the Council's Single Integrated Plan (SIP) informed by political and professional judgement. Safeguarding sits inside one of the SIP's 3 priorities – "Families are supported and People feel safe"

SIP then informs the priorities expected of each of the Council's Service Plans. Each Head of Service is required to provide a Service Plan. In addition, Safeguarding provides the one themed programme in the Council's Service Plans arrangements. It is difficult to see how the Council can do more to highlight the importance it places in the Safeguarding agenda.

It's also clear that since the new Head of Children Services has been appointed the engagement and commitment of staff to the Children's Services Service Planning process has significantly improved. By itself this will improve the confidence Senior Officers and Members can give to the integrity of this Service Plan in addressing the criticism levelled at Children's Services by CSSIW.

Whilst the process of planning service development is stronger, Officers at all levels need to remain vigilant in ensuring the quality of data collected is robust on which performance is reported. Children's Services Managers were fully aware of this challenge.

6.2 Monitoring Service Performance

Overseen by the Policy and Partnership service, The Council has established a sophisticated performance monitoring system based on regular reporting of service performance at all levels of the organisation through service "report cards" supported by transparent online access to data & information by Members and Officers.

As Safeguarding is considered a Service in its own right for performance management purposes, it attracts the full might of the Council's scrutiny and challenge process.

Elements of Safeguarding are reported on a monthly basis within the Children's Services Report Card to the Chief Officer for Social Care & Health, Chair of Children & Young People's Select Committee and Cabinet Member.

The Safeguarding Service Plan is subjected to challenge and scrutiny on a quarterly basis by the Leader, Cabinet Member, Chief Executive and Policy/Performance Section

Safeguarding is also subject to further scrutiny at the Internal Monitoring Board (IMB) chaired by the Leader and the Ministerial Recovery Board.

The Safeguarding trio of reports are used to service each of these forums

It is certainly not recommended that any further levels of scrutiny or further variations on reporting requirements be added. In reality, as confidence increases, serious thought needs to be given to actually reducing the level of reporting so scarce S & QA Unit resources are spent only on those issues assessed at being of greatest risk.

6.3 Monmouthshire Safeguarding Audit Framework (SAFE)

One of the more important issues raised in the 2012 Estyn report was the absence of a comprehensive Monmouthshire Safeguarding and Child Protection Policy within the Authority. This was addressed quickly and the Policy itself has been subsequently reviewed and revised. The Policy is a comprehensive guide for all involved in Safeguarding and establishes clear standards against which the Authority can measure compliance.

Having established the Policy, the Authority made the next important step forward by developing a tool to test that compliance. The mechanism chosen to do this was the Monmouthshire Safeguarding Audit Framework (SAFE).

SAFE is critically important to the safeguarding of children in the care of the Council, at school, or in other services provided or commissioned by the Authority.

It covers key areas such as adoption of the Policy, the appointment of a Designated Officer, communication with staff, listening to children, inter agency working, staff training, safe recruitment, dealing with allegations of abuse against volunteers and staff, building design and e-safety.

Through the hard work of all involved, the results in terms of completion of the Audit has been excellent and outcomes reported regularly through the Safeguarding Report Card. There is a 2 year programme to roll out this tool to all services in contact with children in the Council and then beyond into the Community.

SAFE contains particular reference to safe recruitment and the requirement of new staff working with children in regulated employment to be Disclosure and Barring Service (DBS) compliant. The Council has a Disclosure and Barring Service Policy which is supported by Employee Services practice of annually auditing the compliance of every school with Monmouthshire Recruitment policies (including this Policy) by taking a small sample of completed recruitment files and physically examining their content. In addition, there is further robustness provided by the payroll system which will not pay an employee in a regulated role where a record of DBS compliance is not registered. These are excellent safeguards built in the Quality Assurance process in Monmouthshire.

The only recommendation in this area is to encourage everyone involved in this ongoing process is to see it as just that – it is an ongoing process. It cannot and must not be just a one off exercise. The systematic completion of SAFE on an ongoing and rolling basis is a fundamental building block for Safeguarding in Monmouthshire

6.4 Quality Assurance processes

There are no absolute guarantees in Safeguarding however much the general public, politicians, the media or professionals might wish it. All involved work to make it as safe as it can be.

The most important contributor to a safe system is the staff who work in it. Audit tools and frameworks have their place and they undoubtedly play a very important public assurance role, but the greatest reassurance comes from the quality of the workforce.

Competent, well trained, confident staff who are well supported by good management and good systems are the real key to quality assurance in Safeguarding.

Monmouthshire has good policies and competent methods of recruiting staff safely as described above. So the question of how well Monmouthshire ensures its workforce is well trained is an obvious area to probe.

Monmouthshire adopts a stratified approach to the delivery of Safeguarding training. This is a model of good practice and makes for intelligent use of time and resources. Potential target audiences of people working or in contact with Children are categorised into 3 levels: -

- Level 1 Basic Awareness Training targeted at all staff in contact with children to ensure they are aware of their responsibilities, can recognise basic signs of abuse and neglect and know what to do if they have a concern. Monmouth uses a “Training the Trainer” approach to share workload and encourage wider ownership of meeting the challenge of this enormous task.
- Level 2 Inter Agency Child Protection Training targeted at staff responsible for Child Protection e.g.. Designated teachers updated at least every 3 years
- Level 3 Specialist training for staff responsible for Child Protection to evidence ongoing professional development

It is reported that over 1000 individuals have undertaken Level 1 training in Monmouthshire. This is a significant achievement. However the real question is “what is the size of the target group to be trained at each level and how far has Monmouthshire achieved in reaching them?”. This is a difficult question to answer but one that needs to be addressed, if only to ensure the appropriate risk assessment is carried out in determining where scarce training resources are best deployed.

It would be useful if in reporting activity in this area, the Council was more explicit about the number of people to be trained at each level as well as the number of people actually trained.

The Council may also wish to consider, as a further signal of its intent, whether attendance at Basic Level 1 is now to be considered as mandatory training for all staff in contact with children and their families.

Children's Services have also introduced Quality Audit Frameworks in their response to comments made by CSSIW regarding consistent practice and evidence of supervision of cases. Managers reported increasing confidence in the outcomes of their work with staff in areas of practice chosen to pilot this approach.

6.5 Managing the response to Regulator recommendations

As mentioned earlier it is not the purpose of this Review to catalogue and report on the response made by the Council to the individual criticisms and recommendations made by the Regulators. Of more interest is the existence of a systematic, risk based response to those interventions.

Clearly the Council must face and address issues identified by the respective Regulators and it is incumbent on Senior Officers to ensure coherent and comprehensive analysis is undertaken and consequent action is taken where assessed as necessary.

Monmouthshire commit to all external Inspection/audit reports being scrutinised by Audit Committee and in the case of Safeguarding, the Select Committee for Children and Young People. The Policy and Partnerships service extract any recommendations from every inspection/audit, decisions are taken as to whether to accept recommendations or not and, if accepted, they are transferred into the relevant Service Plan for action and subjected to the performance management regime described above.

So for example the numbered recommendations of the latest CSSIW Inspection are identified and cross referenced in the 2015/16 Children's Service Plan so all can be clear as to what actions are being taken, and by when, to address the recommendations made. This approach avoids a whole set of other performance management arrangements being created simply to manage the outcome of the CSSIW Inspection.

It would be useful in preparation for the next ESTYN Inspection exercise for a scan of recommendations from previous Estyn reports to be carried out to ensure these have all been addressed. Decisions also need to be made quickly as to project management arrangements supporting the completion of the pre Inspection Self Assessment as well as determining any additional support arrangements necessary to support schools in their self evaluation process.

6.6 Multi Agency assessment and information sharing

CSSIW in their 2015 report commented that,

“Children and young people who are, or who are likely to be, at risk of harm were identified and protected’

and

“Children and young people identified as being in need of help or protection, including children looked after, generally experienced timely and effective multi-agency help and protection”

These are clearly very positive statements.

CSSIW also made some less positive statements about access and assessment which impact on Safeguarding which are worthy of comment. These were concerns about the thresholds not being understood or operating effectively, the quality of referral information sharing, consistency of assessment and deficits in multi-agency risk management. They also mentioned the risk of cases being lost and/or of lengthy delays to children and families receiving the help they needed.

The Head of Services for Children’s Services in her Service Plan for 2015/16 describes how the Service have responded and will respond further in responding to these criticisms. But some of the solutions to these problems lie outside of the Council, or rather they can only be resolved by significant multi agency integrated effort. These are not uncommon problems faced by Safeguarding systems.

Below is an example of how one Welsh Region responded to these same issues. Monmouthshire and its partners must find their own solution to these issues, but there are examples emerging of new services in the UK and in Wales designed to minimise the risks caused by failures in this area of work.

In the Cwm Taf Region a particular multi agency solution - MASH (Multi Agency Safeguarding Hub) has recently been launched under the auspices of the Cwm Taf Safeguarding Board which brings together under one roof, front line staff from Social Services (adult & children), Police, Probation, Education, Health, Emergency Duty Team, Domestic Violence and Missing persons services. The MASH team, a 24/7 service, takes all front facing children and adult referrals from whatever source in Cwm Taf, a custom built software package sucks up information and data from each respective IT system that has knowledge about a referral and in one place draws that information together so that a multi agency assessment of risk can be made and decision on disposal taken. So, for example, decisions can be made very quickly as to whether the threshold has been met for access to Children’s Services in Merthyr Tydfil or Rhondda Cynon Taf.

Apart from obvious benefits of speed of decision making, agencies not dumping referrals onto others, better decision making based on knowledge from all agencies, better information about community needs to facilitate planning of services, the MASH system also opens up the opportunity for redirection of referrals into the TAF/JAF systems operating in the Cwm Taf region but in a managed and systematic way. The expectation is that this

approach will significantly improve the safeguarding of vulnerable children and adults in Cwm Taf.

This may not be the right solution for Monmouthshire, but the recommendation is that Senior Officers from Monmouthshire should spend some serious time at the MASH Unit at Pontypridd to see what can be learned. It is also recommend that care is taken to ensure it is a multi-agency approach, under the aegis of the SEWCSB, to ensure a collaborative approach from all partners in the exploration of this initiative. There's an opportunity for Monmouthshire to significantly reduce the lead time for it's implementation with Cwm Taf having successfully tackled barriers to multi-agency working such as of Information sharing, IT and service governance.

6.7 The impact of the Social Services and Well-Being Act

Whilst it is still uncertain how much will be prescribed by Welsh Assembly Government with regard to assessment processes, it is clear that one of the consequences of the Act will be to encourage the growth of non-statutory services to provide alternative methods of support to families who perhaps don't meet the threshold levels to access care and support or with some help will be prevented from requiring statutory intervention in the future.

Monmouthshire has a range of non-statutory, voluntary, provision for families, and a system in place to channel help through the Team Around the Family (TAF)/ Joint Assessment Framework (JAF) process. It also has a mechanism through Families First funding in particular, to support some local community response to needs. There will be other funding routes such as Supporting People funding which also need to be considered.

It is beyond the scope of this Review to comment on the level and range of that provision save that for Safeguarding purposes, it would seem that if the effects of Domestic Violence and Substance Misuse continue to impact on the lives of families and children, consideration of how Monmouthshire can grow the Voluntary sector and in particular services for families and children would be timely.

6.8 The Retirement of the Chief Officer for Social Care & Health

The current Postholder's retirement is a significant event for the Authority and the Council will be taking steps to plan for his succession. Much of this of course is just part and parcel of the normal business of running a large organisation. The unfortunate aspect of his departure, apart from losing a trusted and valued leader, is its timing in relation to the run up to the next Estyn Inspection, the continuing challenge of managing the outcome of the CSSIW reports and the need to maintain appropriate management pressure and support to ensure progress continues to be maintained.

Speedy recruitment is vital and appropriate support mechanisms considered particularly support to the Head of Children's Service and the Head of Safeguarding upon whose leadership much of the work on Safeguarding depends. Their relationship with the postholder of the Chief Officer for Social

Care & Health is critical and any significant gap caused by any recruitment delays would be in nobody's interest.

7. RECOMMENDATIONS

1. Following the successful launch and delivery of change inside the Council, it would be appropriate for leadership of the Whole Authority Corporate Safeguarding Group to transfer from the Chief Executive to the Chief Officer for Social Care & Health to support the fulfilment of the statutory duties of the Director of Social Services. Given the imminent departure of the current Director of Social Services clearly such a change should be made only after the newly appointed Director of Social Services has successfully completed their Induction period.
2. The activities of the South East Wales Safeguarding Children Board (SEWSCB), and at the very least their Annual Report, needs to be reported to the Council on a formal, regular basis.
3. Senior Managers need to be careful to ensure that the success the Council has achieved in making Safeguarding "Everybody's business" does not deteriorate due to the potential for over reliance on the expert role of the Safeguarding & Quality Assurance Unit.
4. Whilst one of the strengths in Monmouthshire is its ability to facilitate informal networks, formal mechanisms need also to be actively managed e.g. ensuring regular Safeguarding meetings have consistent attendance with representatives understanding their role, clear about purpose and committed to joint agenda setting and forward planning of work programmes.
5. The development of an Engagement Strategy for Children & Young People, created with children and young people, would be a useful addition to the Council's range of Safeguarding tools.
6. As confidence increases in the robustness of the Safeguarding systems in place, it would be useful to review the volume of information included in the "trio of reports" with a view to slimming it down to only those areas assessed as being at greatest risk. Management must remain vigilant however in ensuring the accuracy of the data for those statistics that are required.
7. Systematic completion of the SAFE tool on an ongoing and rolling basis needs to be reinforced. It cannot be seen as a "one off" exercise.
8. Target numbers of people requiring Safeguarding training at each level of The Safeguarding Training model need to be estimated to assess the scale and assess monitoring of training achieved at each level. Consideration also needs also to be given as to whether Level 1 training should be made mandatory for Monmouthshire staff
9. Monmouthshire needs to initiate within the South East Wales Safeguarding Board (SEWSCB) a multi agency project to assess the

potential for a Multi Agency Safeguarding Hub (MASH) response to front line referrals for Monmouthshire.

10. In preparing for the next ESTYN Inspection, an exercise to scan recommendations from previous Estyn reports needs to be carried out to ensure these have all been addressed. Decisions also need to be made quickly as to project management arrangements supporting the completion of the pre Inspection Self Assessment as well as determining any additional support arrangements necessary to support schools in their self evaluation process
11. In preparation for the implementation of the Social Services and Well-being Act, it would be timely for a review of current investment in community based preventive services in order to assess the potential for further development of services and ensuring current resource alignment with Safeguarding priorities.
12. There is a need to ensure speedy recruitment of the Chief Officer for Social Care & Health and provide appropriate support to the Head of Children's Service and Head of Safeguarding in any intervening period.

8. REVIEW BRIEF

8.1 Scope:

This is an internal piece of work that will inform senior officers and members and help us prepare for Estyn's re-inspection in Autumn 2015. The review will focus primarily on safeguarding arrangements and performance rather than child protection.

8.2 Purpose:

To provide an independent external critique to the authority as we embed our whole authority safeguarding arrangements.

To challenge the key question "How well does the authority ensure that children and young people are safeguarded"? What evidence is there to suggest that this is not the case?

8.3 Objectives:

To review whether our leadership and governance arrangements, relationships, processes and practice are sufficiently aligned in order to ensure that children are as safe as they can be.

To use this scan of the 'whole authority arrangements' to identify target areas which require a deeper process of challenge or examination.

To provide advice for how we can improve safeguarding, including how we report performance and demonstrate outcomes. This will focus on how we develop and sustain our learning culture and our ability to self-assess through critical challenge.

To review and identify areas where we could be making better use of our resources in the interests of safeguarding children and young people.

8.4 Methodology:

Pre-examination of key documents including the safeguarding trio of reports to generate questions and challenges.

Interviews with a range of staff/members across the authority depending on the particular lines of enquiry (to include Lead Member for Safeguarding, senior management from CYP and Children's Services and members of the safeguarding unit).

Further discussion with Simon Burch to identify potential areas for further inquiry.

Further inquiries, evidence, observations of practice / events.

Feeding back and discussion.

Writing up into a report format, including recommendations and proposals.

9. INFORMATION ABOUT THE AUTHOR

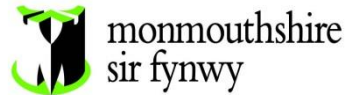
Ellis Williams

Ellis served as a Director of Social Services in Wales for 13 years in a 30 year career in Social Services taking him to Northamptonshire, South Glamorgan, Cardiff and Plymouth before appointment to the role of Statutory Director of Social Services firstly in Newport for six years and most recently Rhondda Cynon Taf.

He was for many years Workforce Lead Director for ADSS Cymru, Board Member of the Care Council for Wales and Board Member of Cwm Taf University Health Board. He brings a wealth of experience gained in Chairing key multi agency strategic partnerships in Children & Adult Safeguarding, Youth Offending, Supporting People, Integrated Family Support Services and the work of the Children & Young People's Partnership. Since leaving Local Government he has established Opening Lines Ltd – a company designed to advise and support staff and organisations working in Social Services in Wales

10. INTERVIEWS

Name	Date	TIME	ROOM
Will McLean – Head of Policy and Partnerships	12 th May 2015	09:30am	First Floor Meeting Room, County Hall, Usk
Jane Rogers – Safeguarding Service Manager and Heather Heaney – Safeguarding	12 th May 2015	12:00pm	As above.
Simon Burch – Chief Officer for Social Care and Health	12 th May 2015	3:00pm	As above.
County Councillor Geoff Burrows and County Councillor Penny Jones	14 th May 2015	10:00am	First Floor Meeting Room, County Hall, Usk
Paul Matthews - CEX	14 th May 2015	12:00pm	As above.
Sally Thomas – People Management Lead	14 th May 2015	2:00pm	As above.
Tracy Jelfs – Head of Children’s Services and Gillian Coz – Service Manager	20 th May 2015	10:00am	As above.
Sarah McGuinness – Chief Officer for Children and Young People	20 th May 2015	1:00pm	As above.



SUBJECT:	Community Governance –Review Findings & Recommendations
MEETING:	Cabinet
DATE:	7th October 2015
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

To update Members on the findings of the Community Governance Review and the proposed recommendations to develop a more coherent and partnership approach with communities.

2. RECOMMENDATIONS:

- 2.1 That Cabinet agrees to recommend the actions and recommendations proposed within the Community Governance Review to Full Council to adopt and implement.

3. KEY ISSUES:

- 3.1 As members will be aware Community governance within Monmouthshire has been delivered through four Area Committees which were designed as an opportunity for communities to be involved in local democracy. No decision making is delegated to the Area Committees but it does provide an opportunity for issues of local concern to be raised and debated. In addition each area committee has been allocated a capital sum of £5,000 to allocate within its geographical boundary. This was previously managed on behalf of the Area Committees by the Area Managers, however these posts were deleted and currently no agreed process exists for the allocation, distribution and management of these grants.
- 3.2 The implementation of Whole Place has resulted in another tier of local governance which sits outside the Area Committee process. Programme Boards have been established in Severnside and Bryn y Cwm and they manage the delivery of the local plan. They are made up of elected county, community and Town councillors and representatives from community organisations.

- 3.3 The overlapping and complicated structures have led to dissatisfaction amongst community stakeholders .In addition the loss of the Area Manager roles and the implementation of the Whole Place team has resulted in a disconnect between the process and delivery frameworks set up to support community governance.
- 3.4 Recognising these concerns a Community Governance Review was commissioned. Following a tender exercise Keith Edwards was appointed to undertake this review in March of this year. The purpose of the review was to reflect on the experience of the dual processes to date and identify opportunities for a more streamlined and effective approach to delivery. The conclusions of this review have now been documented in a report entitled *Whole Place and Community Governance in Monmouthshire* (see appendix 1). The report outlines twelve recommendations around reducing complexity, having more clearly defined roles and responsibilities and streamlining local governance structures. There is also an associated action plan entitled *Key Challenges and Potential Responses* (see appendix 2).
- 3.5 The twelve recommendations are summarised as follows:
- Monmouthshire County Council will implement the recommendations of the report to enable a simpler local governance framework with clear lines of accountability and responsibility and provide access to funds to support local priorities.
 - Terms of reference for each group integral to Whole Place will be developed in partnership and outlined in a single document.
 - Monmouthshire re-align Whole Place internally, developing streamlined decision processes, inter department working and embedding corporate responsibility for the delivery of this agenda.
 - Elected Members to undertake a local leadership role in engaging communities to deliver Whole Place. This involves replacing Area Committees with an annual joint Member/Programme Board summit, surgeries and the appointment of an Elected Member as a Whole Place Champion in each area who will sit on the Programme Board and updating Council.
 - Review of Programme Boards, their memberships, remits and how they relate to the Council and their community.

- Re-inforce the importance of Town and Community Councils in the delivery of Whole Place through Programme Board membership.
- Town and Community Councils should build on existing networks and share resources.
- Re-inforce the independence of Community Forums and help build self-reliance.
- Programme Boards need to audit the engagement with excluded groups and produce an action plan to address deficits.
- Process for identifying new initiative and fast tracking their consideration and approval should be considered, whilst ensuring that it still meets all the legal and financial accountability tests.
- The Council should review Whole Place support and resources and ensure it aligns with community hubs and developing more area based services.
- The Whole Place team should work with communities to co-design the service.

4. REASONS:

4.1 The report followed a series of interviews and workshops with Elected Members (County, Town and Community), representatives of the Community Forum, Town Teams, Community Leaders and Officers. The key issues raised were then used to determine the actions and recommendations contained with the report.

4.2 The key areas of concerns were outlined as follows:

- Improving communication and dialogue at all levels within the Council.
- Speeding up decision making
- Ensuring buy in across all service departments
- Providing adequate resources to enable effective transition, e.g. investing in capital assets before transfer
- Not enough engagement in Whole Place with Community Councils and their populations.
- Area Committees, mixed responses as some support them and others suggest that they are anachronistic and create confusion.

- Capacity within local communities, Town Teams and Town / Community Councils.
- The need to extend the range and quantity of activists
- The Council needs to allocate resources to the Programme Board.
- Better flow of appropriate information.

4.3 The implementation of the Localism Act, impending changes to Local Government, the Councils vision to create sustainable and resilient communities and the increasing constrained financial position require the Council to develop stronger, robust and viable partnerships with local communities to help deliver local priorities. The Whole Place agenda has set this direction within Monmouthshire, however there is significantly more work to do to embed this as evidenced by the findings in the report.

4.4 It is inevitable that the restrictions imposed on local government as regards decision making and accountability will impact on our ability to respond to proposals put forward by Programme Boards and local communities. It is essential therefore to develop a decision framework that is as streamlined as possible but still meets all the threshold tests.

4.5 The proposed removal of Area Committees will undoubtedly be met with some opposition. The Programme Boards represent a new way of interacting with our local communities, broadening the membership beyond Elected Members and using the priorities as determined by the local communities in their Whole Place Plan to shape action plans and deliver outcomes.

4.6 It is recognised that Whole Place has not yet been implemented in Central Monmouthshire and has only recently been commenced in Lower Wye. There will therefore be a transition period if the recommendations are approved, where the processes are developed and agreed prior to commencing a new governance framework.

5. RESOURCE IMPLICATIONS:

5.1 The Area Committees are allocated an annual sum of £5,000 from the Councils Capital Programme to distribute as grants to local communities. It is proposed that this funding is transferred to the Programme Boards to support the delivery of the Whole Place Plans and provide seed funding for local initiatives.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

6.1 The significant equality impacts identified in the assessment (Appendix B) are summarised below for members' consideration:

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

There are no safeguarding or corporate parenting implications arising from this report.

8. CONSULTEES:

All Cabinet Members
Leadership team
Head of Legal Services
Raglan County Councillor

9. BACKGROUND PAPERS:

Whole Place and Community Governance Review (Appendix 1 & 2)

10. AUTHORS:

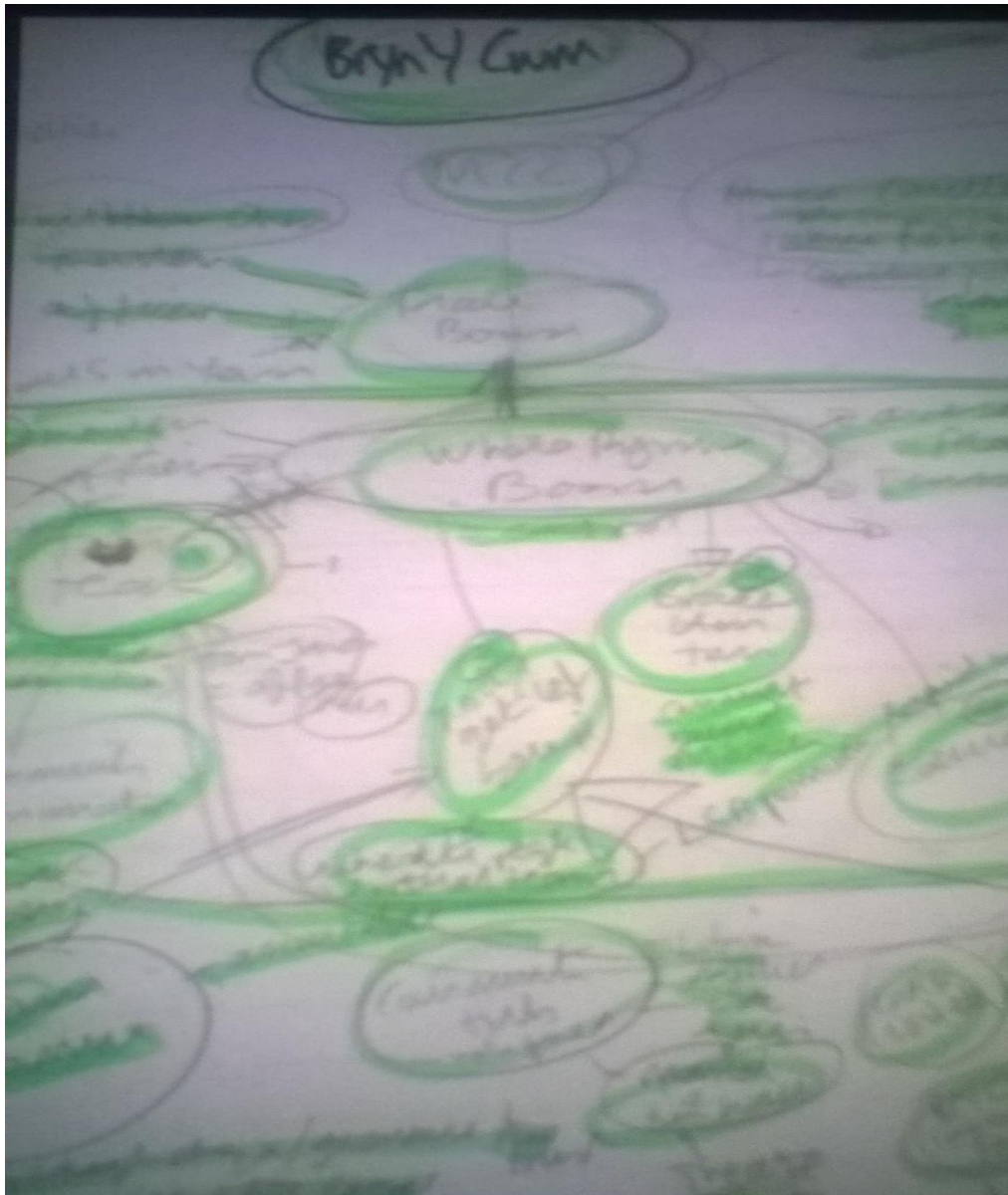
Debra Hill-Howells Head of Community Delivery
Will McClean Head of Policy & Engagement

11. CONTACT DETAILS

debrahill-howells@monmouthshire.gov.uk

Appendix 1

Whole Place and Community Governance in Monmouthshire



A Review by Keith Edwards

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1. Introduction

This project and report were commissioned in March 2015 by Monmouthshire County Council (MCC). The focus was a review of current community governance arrangements centred on the key settlements as part of the councils Whole Place programme. It included the two settlement areas that have pioneered the approach:

Bryn Y Cwm centered on Abergavenny and including the rural communities of north Monmouthshire; and

Severnside centered on Caldicot and also including Magor and other surrounding communities;

and two which are scheduled to implement Whole Place over the next three to twelve months:

Central Monmouthshire centered on Monmouth Town and including Raglan and Usk and the surrounding areas: and

Lower Wye centred on Chepstow and its hinterland.

The twin aims were to take stock of the experience to date and identify opportunities to enable a more streamlined approach to delivery. From the councils perspective this will help its wider long term strategy to support resilient communities and ensure more efficient, effective and convenient delivery of local services. That said it is important to stress that a review of strategic priorities and activities - outlined in for example *Seven for Severnside* and *A Better Bryn Y Cwm* – although constantly referred to by stakeholders were outside of the remit of this project. Never the less a significant number of initiatives were flagged up and although not included in this report will be fed into MCC and Programme Boards.

Central to the project methodology was engaging with community leaders and stakeholder groups through a series of interviews and consultative workshops in Abergavenny and Caldicot with:

- County Councillors;
- Community Forum Representatives;
- Town and Community Councillors and Officers;
- Town Teams in Abergavenny and Caldicot;
- Community Leaders and their organisations; and
- Strategic and operational Officers of the Council.

This report is the result of that work. It considers the key issues that have arisen so far from the council's perspective and those of stakeholders' and poses a number of challenges and suggests potential responses. It is hoped this report will help those areas where Whole Place has been introduced, review the experience to date and

plan for the future as well as informing the introduction of this approach in areas where it is yet to be introduced.

A series of recommendations are included at section 7.

2. Executive Summary

‘The pursuit of viable, sustainable models of delivery that put citizen power and democratic accountability at their heart are now the essential rather than optional way forward in Wales’

Background & Context

Whole Place is an approach developed by MCC that is essentially moving from a prescriptive *top down* model to a *bottom up* approach designed and driven by citizens and communities.

The impetus for change comes from within MCC and is proactive, predating other drivers such as the need to deal with unprecedented cuts to government support for local authorities.

The position of MCC at the cutting edge of this agenda is acknowledged by Ministers and other local authorities.

Devolution of power to communities needs to be complimented by robust means of accountability particularly as public funding is involved.

The Four Settlements

In each of the four main settlements devolution of responsibilities is at different stages and the social, economic and cultural drivers vary.

Bryn-y-Cwm is a construct of MCC with little association by local people with the term. Centred on Abergavenny, the area appears outwardly prosperous and vibrant.

Following an extensive community engagement exercise in 2012 / 2013 the Whole Place plan *Better Bryn-y-Cwm* was produced which identified four main priorities.

- Abergavenny Town Centre and the wider business environment;
- Making sure no one get left further behind;
- Strengthening education and business skills; and
- Creating a sustainable settlement.

Severnside is also a construct of MCC although there is more association with the term by local people than was evident in *Bryn-y-Cwm*.

A comprehensive community planning exercise in partnership with the local community resulted in 2013 in *Seven for Severnside: the Plan for a Better Severnside* which identified key areas for action focussing on:

- Severnside Community Campus;
- Caldicot Town regeneration;
- Capitalising on Severnside's 'gateway' location and assets;
- Better Homes;
- Enterprise;
- Strategic Opportunities; and
- Making it Happen.

Central Monmouthshire has a strong and active Community Forum. As well as Monmouth itself, the area also contains two other substantial communities at Raglan and Usk. The plan is to start work on Whole Place in September 2015

Lower Wye is also an administrative construct, centred on Chepstow. It is a unique community which also has a large Army based population and it is also seen as the central community for significant numbers of people living across the border in England. The plan is to commence Whole Place work in April 2016.

Key Issues

The principles underpinning Whole Place have been broadly embraced and there is widespread recognition that MCC and partners are in the early stages of a long transformational journey.

There is unanimity that a simpler governance model is needed for both 'active' areas and in the roll-out to the other two areas.

The Whole Place focus on 'nobody gets left behind' is welcome but needs constant monitoring.

MCC bears final responsibility for Whole Place and is accountable to Welsh Government, regulators and ultimately to local people through the ballot box.

Devolution of Whole Place needs to be balanced with recognition of the democratic legitimacy of the council as a whole and of individual elected members.

Without exception all stakeholders recognise the dilemma facing MCC: it has significantly less resources yet demand for services continues to increase.

There is a perception that although new community governance arrangements have been established that MCC has not aligned internal processes and decision making to ensure delivery.

There are number of specific 'asks' of MCC including:

- improving communication and dialogue at all levels;
- speeding up decision making;
- ensuring corporate buy-in across all service departments; and
- providing adequate resources to enable effective transition by, for example, investing in capital assets before transfer.

A particular issue concerns the role of Area Committees. There is some support for the continuation of Area Committees but an alternative view that they are anachronistic and by standing alongside the new community governance structures are the source of potential confusion.

There is however a need to embed the role of members in Whole Place to strike the balance between legitimate democratic involvement and community control of setting priorities.

There is increasing expectation that Town and Community Councils (T&CCs) will have a greater role in setting local priorities and even delivering services going forward. However there is a mixed view of the capacity of them to 'step up' particularly in relation to smaller councils.

There are also concerns that there is not enough engagement in Whole Place with outlying Community Councils and their populations.

Programme Boards are at the centre of Whole Place and their structure and activities should be reviewed.

The ability of Town Teams in Caldicot and Abergavenny to marshal additional resources is seen as a positive but extending the base of volunteers is a key challenge.

Across the county there are hundreds of voluntary groups who play a critical role in community life – from representing views of particular groups to running facilities and services.

MCC has recently moved away from providing administrative and financial support to Community Forums. Whilst budget pressures undoubtedly played a role in this

decision there is also a desire by the council to empower forums to act independently and develop their own capacity.

Many stakeholders have highlighted the need to genuinely set local priorities and recognise that delivery will depend on aligning resources to deliver.

There are opportunities to streamline and simplify processes to generate savings that could then be invested elsewhere. For example replacing Area Committees with an annual Programme Board / Elected Member Summit.

Consideration should be given to centrally developed yet local adaptable resources including toolkits and step by step guides.

Social capital is unevenly spread and is more prevalent in prosperous areas.

It is imperative to extend the range and quantity of activists and MCC in partnership with Programme Boards need to adopt a proactive strategy including allocating resources to this.

Key to the success of Whole Place will be the regular flow of appropriate information between MCC and the Programme Board and between both and the wider community.

Consideration should be given to having relatively small pots of money available to carry out preliminary work pre full feasibility study to help projects gain initial momentum and get them on to MCC 'radar'.

There are many examples of activities that have delivered on the ground – from small community focussed initiatives through to establishing companies to pursue specific, long term projects.

As well as being able to evidence impact to MCC, WG and regulators, a clear sense of what has been achieved will be essential in maintaining momentum and attracting wider support and involvement. There needs to be a range of outcome measures to help achieve this.

There are a number of apparent and potential tensions that arose during the project associated with the transition from traditional governance arrangements to Whole Place that need to be resolved.

The Way Forward

Whilst there are very many positive aspects of the Whole Place experience to date, this project has clearly identified areas that could be improved.

Many specific ideas on how to move forward have emerged during the course of this work and are contained in the *Key Challenges and Potential Responses* action plan that accompanies this report.

The biggest challenge of all is to ensure that Whole Place delivers modern and efficient services that meet the needs of all the citizens of Monmouthshire.

3. Background & Context

‘Standing still is not an option, indeed inaction could result in the worst outcome of all – disappearing services leading to large scale redundancies, citizens unable to meet their essential needs and increasing community frustration and anger’

Whole Place is an approach developed by MCC that is innovative, and recognised as such by government and peer authorities; and transformative, based on a fundamental shift in power and responsibility. This is essentially moving from a prescriptive *top down* model to a *bottom up* approach designed and driven by citizens and communities. It involves:

- developing mechanisms through which statutory and voluntary agencies, community groups and local people themselves are engaged, listened to and able to influence decisions that affect them;
- designing and delivering services that are based on what matters to local people and their communities; and
- establishing an effective and sustainable collaborative community governance framework connecting citizens, communities, MCC and other partners.

The impetus for change comes from within MCC and is proactive, predating other drivers such as the need to deal with unprecedented cuts to government support for local authorities (with Monmouthshire fairing worse relative to most other authorities in Wales) and the imperative for public service transformation outlined in the white paper *Reforming Local Government: Power to Local People*. The position of MCC at the cutting edge of this agenda is acknowledged by Ministers and other local authorities.

Whilst the direction of travel is clearly towards devolution of power to communities, the authority is mindful of the need to have in place a robust means of ensuring

accountability particularly as public funding is involved. Indeed following a Wales Audit Office report in 2014, MCC identified a number of issues to address including:

- balancing consistency with diversity;
- variations in social capital;
- targeting sufficient resources;
- avoiding duplication;
- balancing short term actions with a long term vision;
- aligning service delivery; and
- monitoring outcomes.

4. The Four Settlements

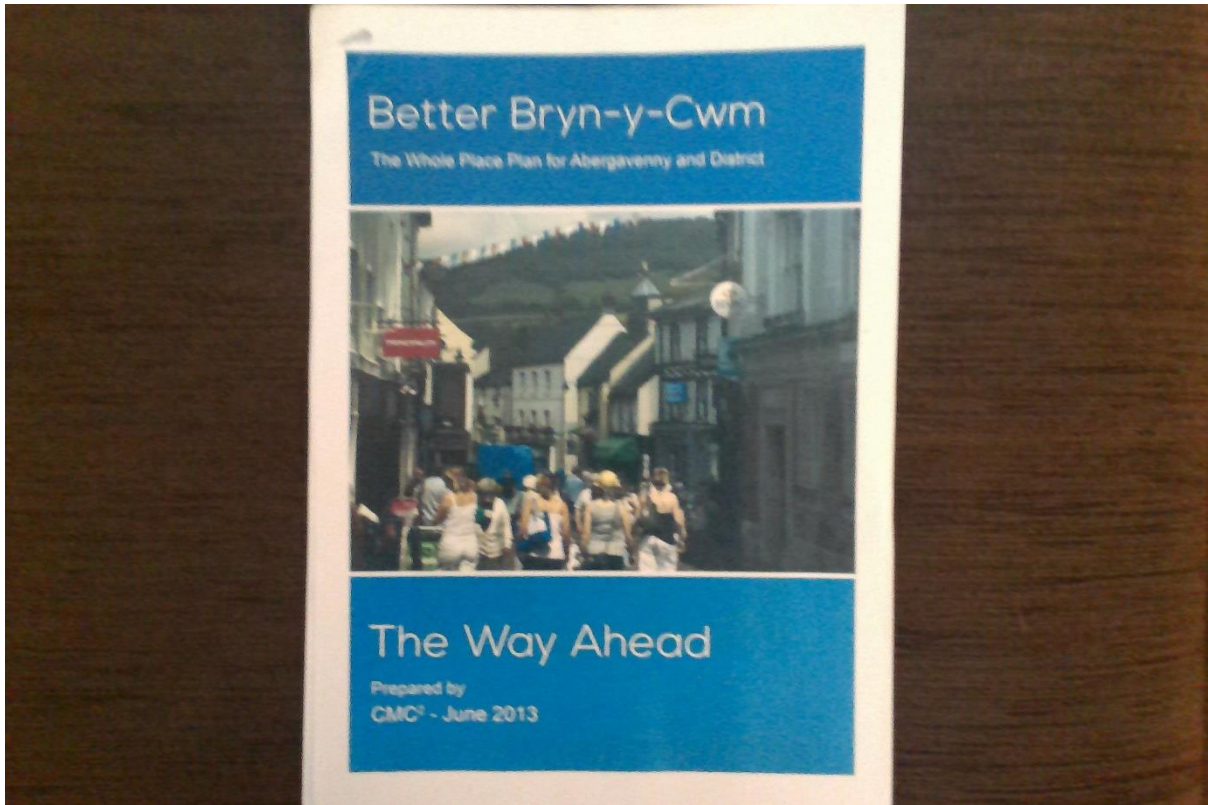
‘Whole Place is a way of reinvigorating
our communities in tough times’

Whole Place focuses on the four main settlements which, whilst similar, have different ‘speeds and needs’ – devolution of responsibilities will be at different stages and the social, economic and cultural drivers will vary.

Bryn-y-Cwm

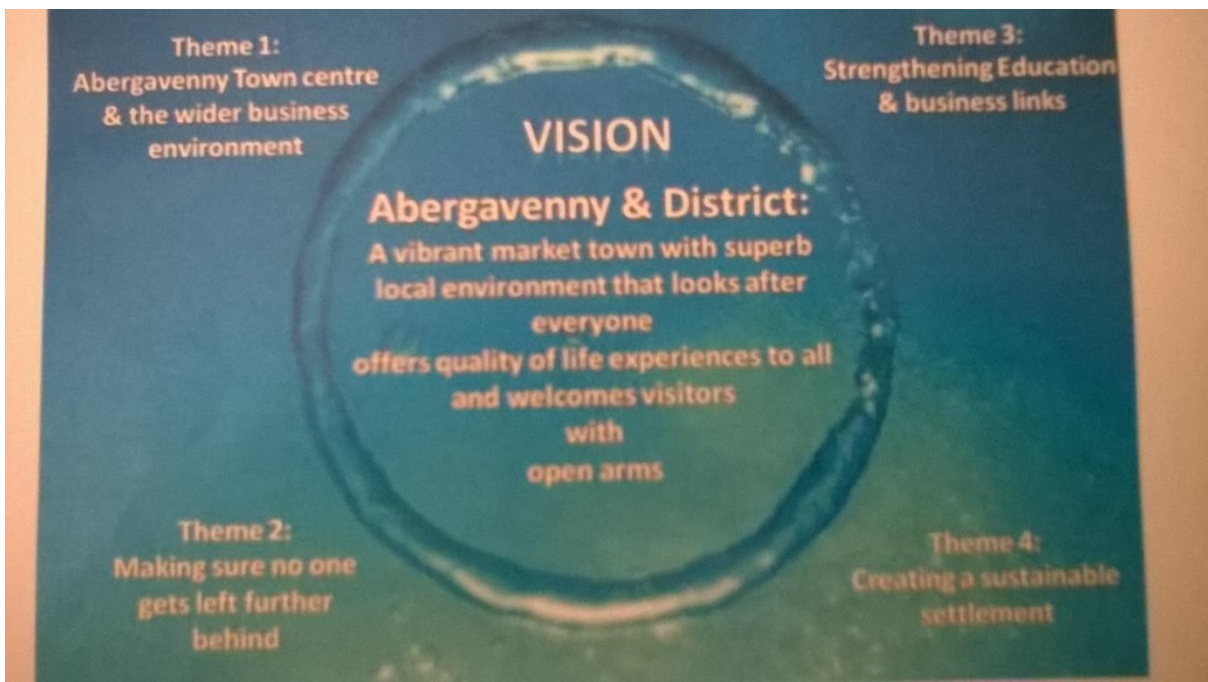
A number of respondents remarked that the idea of *Bryn-y-Cwm* is a construct of MCC with little association by local people with the term. Centred on Abergavenny, the area appears outwardly prosperous and vibrant. A previous community audit identified nearly 200 local groups and initiatives, and Whole Place activities have underlined it is ‘social capital’ rich.

Following an extensive community engagement exercise in 2012 / 2013 the Whole Place plan *Better Bryn-y-Cwm* was produced.



Four key themes were identified:

- Abergavenny Town Centre and the wider business environment;
- Making sure no one get left further behind;
- Strengthening education and business skills; and
- Creating a sustainable settlement.



In the past few years there have been tensions between MCC and the community over the Cattle Market site development. More recently a sense that community leaders want to move on has emerged and Area Committees are seen as an important forum by a number of community representatives.

Building a strong relationship between the Town Council and Team Abergavenny is essential. There is growing momentum around initiatives to develop income earning ideas e.g. around food and local produce with surpluses reinvested in the community.

There is however concern that 'hard to reach' groups are not fully participating and a recognition that efforts have to be made to improve this. One respondent flagged up the fact that there are no disabled people on the Town Team Abergavenny Board.

Severnside

<p>'Severnside is a place that could potentially do very, very good things'</p>

Severnside is also a construct of MCC although there is more association with the term by local people than was evident in *Bryn-y-Cwm*.

In 2012 MCC commissioned consultants to draw up a comprehensive community plan in partnership with the local community. The resultant report – *Seven for Severnside: the Plan for a Better Severnside* – identified key areas for action:



Severnside Community Campus

- A new campus in Caldicot for secondary education, lifelong learning, community facilities and services



Caldicot Town Centre Regeneration

- Integration of the new Superstore and a Partnership to revitalize the Town Centre



Welcome to Severnside

- Capitalise on Severnside's position as a Gateway to Wales and build on its environmental and heritage assets



Better Homes in Severnside

- Estate regeneration, environmental improvement and estate remodelling



Enterprising Severnside

- Building on the area's economic strengths and creating the conditions for new enterprise



Strategic Opportunities in Severnside

- Assuring sustainable development of key strategic sites in the area



Making it Happen

- Partnership Structures and approach to deliver the plan

Caldicot is at the centre of Whole Place although one consultee said it was a 'made up town' and maybe the aspiration should be 'to be a great commuter town'. There is a strong feeling by community leaders in Magor that their town is a poor relation to Caldicot when it comes to services although it has roughly two thirds the population of its neighbour. There have been calls to ensure that Whole Place strategies recognise that facilities have to be developed and supported elsewhere and that there needs to be a 'second wave' of subsidiarity.

A number of business ideas are being actively developed including plans for community control of Caldicot Castle. Caldicot Town Council has stepped up in relation to taking on limited responsibility for community facilities and already has experience of running the local cemetery. There is a local perception that the Town Council and Town Team do not always work well together and that it may be time to

'recalibrate' the relationship. One councillor however cited a good example of the Town Council, MCC and local social landlords pooling resources and expertise to develop a local play area.

Central Monmouthshire and Lower Wye

The plan is to introduce Whole Place to the remaining two areas over the next 12 months. *Central Monmouthshire* has a strong and active Community forum that has a good relationship with MCC members and officers. As well as the county town of Monmouth, the area also contains two other substantial communities at Raglan and Usk. The plan is to start work on Whole Place in September 2015

There is also an excellent example of a community led initiative in the Two Rivers Meadow community orchard, driven by community activists and harnessing the support of the private sector and MCC.

Lower Wye is also an administrative construct, centred on Chepstow. It is a unique community which also has a large Army based population (include although located in England?) and it is also seen as the central community for significant numbers of people living across the border in England. The plan is to commence Whole Place work in April 2016.

5. Key Issues

<p>'Current arrangements are not fit for purpose – not the right people, not the right agenda'</p>
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The principles underpinning Whole Place - variously referred to as community empowerment, devolution and subsidiarity – were very broadly embraced and everyone acknowledged that MCC and partners are in the early stages of a long transformational journey. Opinions on how things were working in practice varied and would often depend on 'where the camera was' e.g. the effectiveness of Town Teams to date elicited a range of views from very positive to mildly sceptical. However there were a number of issues of common concern even if ideas on how to address them varied.

Complexity

<p>'In an ideal world we could do with a fresh start'</p>

The current community governance infrastructure falls into four broad categories:

- *Democratic structures* including Area Committees, Scrutiny Committees, Town and Community Councils;
- *Whole Place structures* including Programme Boards, Town Teams, Nobody Left Behind groups;
- *Voluntary Structures* including Community Forums, Civic Societies, Church groups, Business Groups; and
- *Project specific and partnership Initiatives* including improvement programmes, community asset transfers, E Commerce initiatives;

Although the degree of complexity is greater in *Bryn-y-Cwm* than *Severnside*, there is unanimity that a simpler governance model for both ‘active’ areas and in the roll-out to *Central Monmouthshire* and *Lower Wye* was needed. There is also a view that too many committees and sub committees currently exist for Whole Place to be either efficient or effective.

Key concerns where the lack of clarity over powers, roles and responsibilities which could lead to duplication or, if no one took responsibility, inaction on important matters.

Inclusivity

‘the interface between representative and participative democracy is critical’

Whole Place is predicated on equality of opportunity for everyone to participate and a recognition that certain individuals and groups will need additional support to do so. The focus on ‘nobody gets left behind’ is welcome but there needs constant monitoring to ensure no individuals and groups do not become marginalised.

This includes:

- *People with Disabilities*: Contact Action Inform Represent (CAIR) as well as being a voice for people with disabilities, has identified a number of issues that need to be ever present in designing and delivering local services including:

- access to public and commercial buildings and the public realm;
 - disproportionate effect of cuts to welfare benefits on disabled people and the need to mitigate the impact wherever possible;
 - disproportionate reliance on public transport by disabled people and susceptibility to cuts; and
 - the need to make additional resources to empower people with disabilities to fully participate.
- *Secondary Settlements:* Whole Place structures focus on the four main settlements but there are other substantial communities within the county. In the case of *Severnside*, whilst Caldicot is at the centre, Magor has a population two thirds that of close neighbour. The Town of Monmouth is the centre of Whole Place in *Central Monmouthshire*, but Raglan and Usk also have sizeable populations. Perceptions that ‘everything happens at the centre’ certainly exist and all activities need to be proofed to ensure that this is not being reinforced even if subconsciously.
 - *Rural Communities:* Similarly smaller rural communities can feel excluded if activities are solely centred on main settlements. Engagement strategies should be developed and the impact monitored;
 - *Socially Excluded People and Communities:* In areas that are considered relatively prosperous, poverty can often be hidden and when linked to rural isolation, digital and financial exclusion can be even more severe than that encountered in towns and cities. Although far from exclusively applying to social and privately renting tenants these groups are more likely to suffer poverty and related deprivation. The role of partners such as registered social landlords who have track records of working with disadvantaged groups should be fully harnessed.
 - *Young People:* The need to engage young people is paramount. The age profile of those currently engaged in Whole Place tends to be skewed towards people over 50 and there is almost a complete absence of under 25 year olds.

Accountability

‘There are two problems – decisions are slow in coming and when they are made they don’t tell anyone’

MCC bears final responsibility for Whole Place and is accountable to Welsh Government, regulators and, most importantly, to local people through the ballot box.

There is widespread support for the direction of travel but there are concerns that the strategy needs to be clear, comprehensive and not done in a piecemeal way.

Without exception all stakeholders recognise the dilemma facing MCC: it has significantly less resources yet demand for services continues to increase. There is also acceptance that in tight times the council needs to concentrate on delivering 'core' statutory services such as education and social services. There is implicit backing for MCC to become an enabling authority in other service areas, commissioning rather than directly providing and where possible devolving powers and responsibilities to local communities. As one stakeholder expressed it, the message from MCC should be that, provided there are clear lines of accountability 'we will support you to get on with it'.

There is a perception that although new community governance arrangements have been established that MCC has not aligned internal processes and decision making to ensure delivery. There needs to be a consistent message from top to bottom to avoid the perception that the council no longer has resources but still wants to be in control. This has led to frustration that progress with Whole Place is being slowed down and impeded. This of course needs to be balanced with recognition of the democratic legitimacy of the council as a whole and of individual elected members.

There are number of specific 'asks' of MCC including:

- improving communication and dialogue at all levels;
- speeding up decision making;
- ensuring corporate buy-in across all service departments; and
- providing adequate resources to enable effective transition by, for example, investing in capital assets before transfer.

A particular issue concerns the role of Area Committees. There is some support for their continuation but an alternative view that they are anachronistic and by standing alongside the new community governance structures are the source of potential confusion. Running two systems side by side is reminiscent of the analogue and digital TV transition and it begs the question: when will the new way be fully adopted and the old way 'turned off'?

Yet the role of elected member is critical to the success of Whole Place. This reinforces the point that neither maintaining the status quo, nor removing an area dimension to member involvement is a viable and sustainable option and that a 'third way' needs to be found. One idea would be to embed the role of members in Whole Place by appointing one local member as a council *Champion* who would be a member of the Programme Board ex officio and report back to the appropriate MCC committee quarterly or six monthly. They would also lead for the council at the proposed Programme Board / Elected Member Annual Summit to review progress and inform new priorities. Changes to the governance of Whole Place (see below)

would help strike the balance between legitimate democratic involvement and community control of setting priorities.

**‘community groups move on –
town and community councils stay’**

There is increasing expectation that Town and Community Councils (T&CCs) will have a greater role in setting local priorities and even delivering services going forward. It has been pointed out that a number of Town Councils in particular have access to modest but significant resources as well as direct experience of running services.

There are also concerns that although Town Councils are involved in Whole Place there is not enough engagement with outlying Community Councils and their populations. There is a mixed view of the capacity of them to ‘step up’ particularly in relation to smaller councils. Further development of council clusters has been suggested as a way forward as well as exploring opportunities to share resources such as when employing council clerks for example.

There is frustration that the Charter between MCC and T&CCs is not being adhered to with meetings cancelled at short notice, undermining confidence that the council is genuinely committed to engagement

The ‘analogue versus digital’ issue potentially arises also in relation to T&CCs and Whole Place structures. One good example of how both can work in harmony was cited in relation to Devauden where the Community Council and Village Hall Committee had worked very well together to the benefit of the community.

Whole Place Governance

Programme Boards are at the centre of Whole Place and a key issue is how to clarify their role and improve their effectiveness. They should be seen as the pivotal local body in determining community priorities, commissioning projects and overseeing service delivery. However Board members have expressed frustration with the speed with which decisions are endorsed and resources are made available by MCC.

The structure of Programme Boards should also be reviewed. One option is to embed but limit elected representation (MCC and T&Cs) to a third of the board and select the remaining two thirds from the wider community on the basis of transparent criteria (skills, experience, diversity)

There is support for moving towards a simpler model of board business. One suggestion is to limit administrative functions (minutes, project updates) to 45 minutes to an hour and use the remaining time for themed discussions which could

be opened out to the community and potentially broaden involvement and increase social capital. One stakeholder suggested that sessions might focus on issues such as Mental Health or Drug and Alcohol Abuse with a view to taking 'joined' up approach to finding sustainable solutions.

Town Teams currently operate in Caldicot and Abergavenny. In the eyes of some stakeholders they are 'doers' although the impact they have had is not universally recognised. Their ability to marshal additional resources is seen as a positive. However, extending the base of volunteers is seen as a key challenge.

The fact that these activities are concentrated by definition in the major settlements has led to concerns that they risk isolating more remote, often rural areas

Community and Voluntary Sector

It is important to recognise that Whole Place is not an attempt to subjugate existing voluntary activity to a central strategy but rather aims to harness energies in common endeavour for the good of the community. Across the county there are literally hundreds of groups bringing together thousands of volunteers who already play a critical role in community life – from representing views of particular groups to running facilities and services.

Community Forums exist in *Bryn-y-Cwm* and *Central Monmouthshire* and are valued by active members. Set up with MCC support under the *Making Connections* agenda MCC has recently moved away from providing limited administrative and financial support. Whilst budget pressures undoubtedly played a role in this decision there is also a desire by the council to empower forums to act independently and develop their own capacity. The potential to extend a Community Forum model as an umbrella for local groups into other areas exists although this will need to be driven by communities themselves rather than MCC.

Resources

<p>'You can't just will the ends – you have to will the means too'</p>
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In one sense Whole Place turned the accepted dictum 'form follows function' on its head in the two areas it has been introduced so far. Structures have been created arguably before there was a clear understanding by the community of local priorities.

Many stakeholders have highlighted the need to genuinely set local priorities and recognise that delivery will depend on aligning resources to deliver. There are a number of aspects to this:

- MCC needs to ensure that the entire organisation is on board with Whole Place. This requires not just a cultural change programme but continuous reinforcement of the values that underpin it and the fact that this is not a fad but a long term and fundamental change of direction;
- There is a case for reviewing area based service delivery and better aligning this with Whole Place in each settlement. Having access to local staff resources that would shorten the time between setting priorities and delivery can only enhance and validate the strategy and encourage wider buy in from the community;
- The specialist support provided by the Whole Place team needs augmenting and also needs to be fully integrated into the Community Hub programme. A review of the 'ask' and 'offer' of the team and the communities they work to support would be a useful starting point. The strategy could falter and possibly fail if insufficient support from MCC is secured particularly in the move from previous delivery models to the new approach;
- Supporting the transition from MCC to community service delivery by ensuring capital investment before Asset Transfer, tapering revenue funding and secondment of staff;
- There needs to be transparency around Community Infrastructure Levy monies and how they will be applied; and
- Supporting a community empowerment and ambassadorial training programme to build local capacity.

There are opportunities to streamline and simplify processes that could generate savings that could then be invested elsewhere. For example replacing Area Committees with an annual Programme Board / Elected Member Summit could cut costs and also allow redirection of some grant funding.

Building up other Whole Place resources should also be a priority that will have to be driven initially by MCC. Developing toolkits that can be adapted in each locality, collating easy to use information packs on how the council works and who to contact, as well as step by step guides on community asset transfers are examples of initiatives that once developed can be shared and enhanced through experience.

Social Capital

Whole Place was not year zero for local community activism. Historically very many people have stepped up to lead or support a wide range of initiatives, giving freely of their time and expertise. Social Capital may vary between settlements but there are many examples of experience and skills being put to very effective use

There are however a number of concerns with the present situation:

- Social capital is unevenly spread i.e. it is more prevalent in prosperous areas;
- People can be put off participating if they feel they do not possess the same levels of skills and experience as current community animators; and
- Conversely, existing active participants are quite often themselves over stretched and in danger of 'burn out'

It is imperative therefore to extend the range and quantity of activists. MCC in partnership with Programme Boards need to adopt a proactive strategy including allocating resources to this. Lessons could be learned from the recent Waitrose 'Give and Gain' initiative in Caldicot which attracted a new layer of interest from people who had not previously been active in Whole Place.

Communication

**'The council needs to
join the dots up better'**

Key to the success of Whole Place will be the regular flow of appropriate information between MCC and the Programme Board and between both and the wider community. Again simplicity is the watchword – there has been feedback that sometimes information is pitched too high and difficult even for people in the know to understand the jargon. Clear communication lines need to be nurtured and maintained.

Whilst there are some good examples of using social media, MCC should consider providing support to the Programme Board to 'skill up' in its use.

Supporting Innovation

A notable success has been the way in which Programme Boards have encouraged and supported new initiatives albeit that there is frustration with the speed of decision making in a number of instances. Consideration should be given to having relatively small pots of money available to carry out preliminary work pre full feasibility study. This would help projects gain initial momentum and get them on to MCC 'radar' in advance of firm proposals so that communication lines can be cleared to facilitate speedy decisions.

There are many examples of activities that have delivered on the ground – from small community focussed initiatives through to establishing companies to pursue specific, long term projects.

Measuring Outcomes

As well as being able to evidence impact to MCC, WG and regulators, a clear sense of what has been achieved will be essential in maintaining momentum and attracting wider support and involvement. It will also offer learning points across the county area and how information is shared between Programme Boards is a matter for further consideration.

There needs to be a range of outcome measures to help achieve this including:

- Community impact in terms of economic, social and environmental improvements;
- Individual progress e.g. a long term unemployed person gets work, a person with little confidence interacts with the community;
- Added value in terms of additional resources levered in;
- Customer satisfaction with services improvements; and
- MCC achieves greater efficiencies and is able to redirect funding to priority areas.

A Question of Balance

There are a number of apparent and potential tensions that rose during the project. These include:

- The transition from traditional governance arrangements to Whole Place systems;
- The desire to be enterprising and innovative against the need to have robust audit systems and formal accountability mechanisms;
- Integrating high level strategy with delivery at a community level;
- Determining what should be the core standards (anywhere in Monmouthshire) and the discretionary ones (locally determined and delivered); and
- Acknowledging the value of long standing community animators whilst encouraging new volunteers from diverse backgrounds to become involved.

6. The Way Forward

‘we look at this as something new – 100 years ago people didn’t have the national lottery – they built chapels, workers institutes, health societies and libraries – there’s no reason why it can’t happen again’

MCC has been at the forefront in understanding the scale and long term nature of the challenges to public services and concluded some time ago that ‘business as usual’ is not an option. Central to this has been the Whole Place approach to community governance. Community leaders across sectors have been very willing to embrace the concept and to engage with the council in exploring a new way of working together that captures the ideas, energy and enthusiasm of local people.

Whilst there are very many positive aspects of the experience to date, this project has clearly identified areas that could be improved. Some are universally accepted – the need to reduce complexity and more clearly define roles and responsibilities for example; others are potentially more controversial including resolving tensions between current and emerging governance structures.

Many specific ideas on how to move forward have emerged during the course of this work and are contained in the *Key Challenges and Potential Responses* action plan that accompanies this report. The biggest challenge of all is to ensure that the efforts of MCC and all partners deliver through Whole Place modern and efficient services that meet the needs of all the citizens of Monmouthshire.

7. Recommendations

1. MCC will implement the recommendations within this report to enable a local governance framework that is simpler; roles; responsibilities and accountability are clearer and provide access to a small pot of funding to be allocated locally to support local priorities.
2. MCC in partnership with local Elected Members, Programme Boards and civic organisations will develop a simple set of terms of reference for each group integral to Whole Place collected in one document showing linkages and relationships and made bespoke to each area.
3. MCC lead a review of internal alignment with delivering Whole Place including:
 - appointing / reaffirming a senior officer Whole Place Champion with authority to speed up decision making;
 - streamlining internal processes;

- improving cross departmental connectivity and communication;
 - embedding corporate responsibility from executive level to the front line and;
 - maximising resources to deliver e.g. augmenting the Whole Place Team;
4. MCC and community leaders to reinforce the point that councillors are the legitimate democratic representatives of the community but that their role is evolving into a leadership role to facilitate the active engagement of citizens in delivering Whole Place. Quarterly Area Committees should be replaced by a combination of:
- appointing an Elected Member Whole Place Champion in each area (and develop a job description) who sits on the Programme Board with responsibility for making quarterly / half yearly reports to Council;
 - encouraging local members to co-ordinate surgeries and constituency days to better link into Whole Place;
 - exploring opportunities for and identifying good practice examples of member interaction and involvement with initiatives and activities and;
 - remove area committee structure replacing it with a joint Elected Member / Programme Board annual summit to review progress and consult on priorities.
5. There needs to be clarification and review of Programme Board remits and how they relate to MCC and the community. This review should consider membership changes in particular changes e.g. a limited number of ex-officio members (an MCC local member 'Champion', plus two to three representatives of Town and Community Councils) with the remaining members being matched to a competency / expertise criteria with due regard for diversity. Assuming a Board of in the region of twelve members this would mean around a third reserved for democratically elected councillors and two thirds allocated to local animators and experts.
6. Re-enforce the importance of Town and Community Councils in Whole Place. One option might be to reserve ex officio on the Programme Board:
- one place per Town Council and;
 - two to three places per Community Council 'cluster'.

7. Town and Community Councils should be encouraged to explore further opportunities to build on existing networks and share resources.
8. There is a need to reinforce the independence of Community Forums and help build self-reliance. MCC could develop guidance to support building relationships with wider community and civic organisations.
9. MCC should support Programme Boards to audit the engagement with excluded groups in Whole Place and produce an action plan to address any 'deficits'. Particular (but not exclusively) reference needs to be made to engaging with disability groups, youth clubs and tenant associations.
10. A process for identifying new initiatives and fast tracking their consideration and approval should be considered by MCC in partnership with Programme Boards, ensuring that all legal and financial audit and accountability tests can be met.
11. MCC should review Whole Place support and resources requirements as well as ensuring alignment with community hubs and developing more area based services. This could in part be funded through savings accrued through changes to the process e.g. replacing quarterly Area Committees with an annual summit and reallocating discretionary area funding to Programme Boards to administer.
12. The Whole Place team and the communities they work to support should engage in a process to define roles, responsibilities and expectations as part of a process to 'co-design' the service.

8. Acknowledgements

The project received the support of MCC members and staff, community leaders and Whole Place animators from the outset and throughout and I am extremely grateful for the time and energies committed by everyone. Special mention should be given to the Whole Place Team who were a constant support of knowledge and support from start to finish.

Keith Edwards

August 2015

Appendix B

Community Governance Review: Key Challenges and Potential Responses

A key objective of the project was to focus on practical actions to improve community governance as an integral part of the Whole Place strategy. This paper focusses on a series of 'how to' challenges and potential responses to achieve this.

The suggested prioritisation captured in the final column is:

Green – within 3 months

Amber – between 3 to 6 months

challenge	context and response	lead	priority
How to reduce complexity	<p>Although the degree of complexity is greater in <i>Bryn-y-Cwm</i> than <i>Severnside</i>, there is unanimity that we need a simpler governance model for both 'active' areas and in the roll-out to <i>Central Monmouthshire</i> and <i>Lower Wye</i>.</p> <p>Response: MCC sends clear message that structures, roles and responsibilities will be clarified, simplified and better integrated. This includes addressing the suggested responses in the Whole Place community governance review carried out by KE</p>	MCC Enterprise	Green
How to clarify functions	<p>The current community governance infrastructure falls into four broad categories:</p> <ul style="list-style-type: none"> Existing democratic structures – Area Committees, Scrutiny Committees, Town and Community Councils etc 		

	<ul style="list-style-type: none"> • Whole Place structures – Programme Boards, Town Teams, Nobody Left Behind groups etc • Civic Structures – Community Forums, Civic Societies, Church groups, Business Groups etc • Project specific and partnership Initiatives – eg Business Improvement Districts, E Commerce initiatives etc <p>Response: MCC in partnership with local elected members, Programme Boards and civic organisations develop a simple set of terms of reference for each group collected in one document showing linkages and relationships and made bespoke to each area.</p>	MCC Whole Place	Green
How to strengthen MCC corporate buy in to whole place	<p>There is a perception that although new structures have been established that MCC has not aligned internal processes and decision making to support subsidiarity and devolution. This has led to frustration and perceptions that the delivery of Whole Place is being slowed down and impeded.</p> <p>Response: MCC Leader and CEO lead and sponsor a review of internal alignment with delivering whole place including:</p> <ul style="list-style-type: none"> • appointing / reaffirming a senior officer ‘Champion’ with authority to speed up decision making • streamlining internal processes • improving cross departmental connectivity and communication • embedding corporate responsibility from executive level to the front line and • maximising resources to deliver eg augmenting the Whole Place Team. 	MCC Leader & CEO	Green

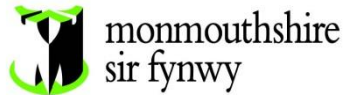
<p>How do we redefine the roles of Area Committees?</p>	<p>Area Committees appear anachronistic within the new community governance structures yet the role of elected member is critical to the success of Whole Place. There is some support for them beyond members and a suspicion that their abolition is the end destination. This reinforces the point that neither the status quo nor complete negation of an area dimension to member involvement is a viable and sustainable option and a 'third way' needs to be found.</p> <p>Response: MCC and community leaders need to reinforce the point that councillors are the legitimate democratic representatives of the community but that their role is developing to lead and facilitate the active engagement of citizens in delivering Whole Place. Quarterly Area Committees could be replaced by a combination of:</p> <ul style="list-style-type: none"> • Appointing an elected member 'Champion' in each area (and develop a job description) who sits on the Programme Board with responsibility for making quarterly / half yearly reports to Council • Encouraging local members to co-ordinate surgeries and constituency days to better link into Whole Place • Exploring opportunities for and identifying good practice examples of member interaction and involvement with initiatives and activities • Doing away with quarterly meetings and instead holding a joint elected member / Programme Board annual summit to review progress and consult on priorities 	MCC Cabinet	Amber
<p>How do we improve the effectiveness of Programme Boards?</p>	<p>There is disagreement over the role of Programme Boards – are they there to give direction or ensure delivery? There is also concern that they become dominated by interests and repeat the same discussions taken elsewhere. That said they are the central hub of Whole Place and the issue is how to clarify their central role and improve their effectiveness</p> <p>Response: there needs to be clarification of Board remits and how they relate to MCC and the community. There should be consideration of constitutional changes eg a</p>	MCC Whole	Amber

	limited number of ex-officio members (an MCC local member 'Champion', one representative per Town Council, two or three Community Council 'cluster' representatives?) with the remaining members are matched to a competency / expertise criteria with due regard for diversity.	Place	
How do we ensure Town and Community Councils are fully engaged?	<p>There is increasing expectation that Town and Community Councils will have a greater role in setting local priorities and even delivering services going forward. There is however a mixed view of the capacity of T&CCs to step up. There are also concerns that although Town Councils are involved in Whole Place there is not enough engagement with outlying Community Councils and their communities.</p> <p>Response: It is important to embed Town and Community Council engagement in Whole Place. One option might be to reserve ex officio on the Programme Board:</p> <ul style="list-style-type: none"> • One place per Town Council • Two to three places per Community Council 'cluster' <p>Town and Community Councils should be encouraged to explore further opportunities to build on existing networks and share resources.</p>	MCC Enterprise	Amber
How do we improve engagement with Community Partners ?	<p>Community Forums are valued by active members but seen as a hangover from the past when Area Working Teams existed and the Making Connections agenda was in place. There is concern about viability and sustainability now that some resource support has been withdrawn by MCC.</p> <p>Response: There is a need to reinforce the independence of Forums and help build self-reliance. MCC could give help and guidance to support building relationships with wider community and civic organisations.</p>	MCC Whole Place	Amber

<p>How do we improve inclusivity?</p>	<p>Young people, people with disabilities, socially excluded communities have all been cited as parts of the community that are either under-represented or have not been fully engaged in general and not just in Whole Place. The focus on 'nobody gets left behind' offers opportunities to improve inclusivity.</p> <p>Response: MCC should support Programme Boards to audit the engagement with excluded groups in Whole Place and produce an action plan to address any 'deficits'. Particular (but not exclusive) reference needs to be made to engaging with disability groups, youth clubs and tenant associations.</p>	<p>MCC Whole Place</p>	<p>Amber</p>
<p>How do we empower and resource the Whole Place Team?</p>	<p>The Whole Place Team is central to delivering transformation and need to be at the heart of the overarching MCC strategy. Although there are immense challenges in terms of budgets and bringing the community along, the strategy could falter and possibly fail if insufficient support from MCC is secured particularly in the move from previous models to the new approach.</p> <p>Response: MCC to determine specialist support requirements, alignment with community hubs and developing more area based services. This could in part be funded through Identify savings e.g. replacing quarterly Area Committees with annual summit, reallocating discretionary area funding reduction in Area committee meetings etc.</p> <p>A review of the 'ask' and 'offer' of the team and the communities they work to support would be a useful starting point.</p>	<p>MCC Enterprise</p>	<p>Green</p>
<p>How do we capture an support innovation</p>	<p>A notable success has been the way in which Programme Boards have encouraged and supported new initiatives albeit that there is frustration with the speed of decision making in a number of instances.</p>		

	<p>Response: A process for identifying new initiatives and fast tracking their consideration and where appropriate approval should be developed by MCC in partnership with Programme Boards.</p>	MCC Enterprise	Green
Other Key Questions	<p>There are a number of other questions that need to be considered in details and effective responses developed. These include:</p> <ul style="list-style-type: none"> • How to ensure there are adequate checks and balances in place? • How to ensure robust audit trails? • How does MCC (and regulator) know that community governance is strong and will be sustained? • How far can this go – what are the limits? • How to ensure a shared vision? • How to make sure all work is evidenced based and able to show where a difference has been made? • How to determine what should be the core standards (anywhere in Monmouthshire) and the discretionary ones (locally determined and delivered)? • How far should subsidiarity go and what is the role of the community in determining this? • How to ensure resilience and sustainability? 	MCC	Green

	Response: MCC to review all <i>Key Challenges and Potential Responses</i> and the outstanding issues above.	Enterprise	
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SUBJECT: Proposed Funding for Team Abergavenny

MEETING: Cabinet

DATE: 7th October 2015

DIVISION/WARDS AFFECTED: Grofield & Priory Wards

1. PURPOSE:

To recommend to members that £30,000 is allocated to Abergavenny Town Team to undertake capital projects to enhance Abergavenny town centre in preparation for the National Eisteddfod in 2016.

2. RECOMMENDATIONS:

2.1 That Cabinet agrees to recommend to Council that the sum of £30,000 is allocated to the Capital Programme to support the work of Abergavenny Town Team in improving and enhancing the town centre environment and offer in preparation for the National Eisteddfod in 2016.

2.2 The £30,000 is allocated to the development of activities within the following themes:

- To promote local food & drink produce.
- To encourage repeat visitors by enhancing the visitor experience.
- Promote Abergavenny as an events town.

2.3 The allocation of the £30,000 funding to support specific projects and activities be delegated to Bryn y Cwm Programme Board, who will be required to ensure that the projects are viable, meet deliverable outcomes and have been market tested. The Programme Board will be responsible for monitoring agreed projects both in terms of outcomes and financial prudence.

3. KEY ISSUES:

3.1 Council took the decision in February of this year to rescind the decision to build a new library in Abergavenny. In addition they agreed *that Cabinet recommend to Council specific capital budgets to develop a Community Hub along with projects to improve the public realm that supports regeneration of the town centre (the Better Bryn Y Cwm Plan) from the funding released.*

- 3.2 The decision released a sum of £3.433 million back into the capital programme for capital projects. The Community Hub project is being developed and will be reported back to members by the end of the calendar year.
- 3.3 As members will be aware the Council has been working with community stakeholders on the implementation of the Better Bryn y Cwm plan through the Whole Place team and the Bryn y Cwm Programme Board. Team Abergavenny has been formed by the community to work on the development of the Town Centre regeneration theme contained with the aforementioned plan.
- 3.4 Team Abergavenny is made up of volunteers who have a breadth of experience working within both the private and public sectors. Whilst they are committed to improving the town centre, they do not have any funding to commence their activities. They have therefore requested an allocation of £30,000 to support the development of three themes of activities:
- To promote local food & drink produce.
 - To encourage repeat visitors by enhancing the visitor experience.
 - Promote Abergavenny as an events town.
- 3.5 Team Abergavenny have developed an action plan to support these themes which identifies the capital projects and indicative spend. At this stage however, these are provisional figures as the projects will need to be finalised and tenders sought. The projects currently proposed are:
- Purchase of stalls, marquees, staging and technical equipment to facilitate events to support the foodie destination offer.
 - Undertake a refurbishment of the existing street scene to enhance the visitor experience. This will focus on street furniture, planters etc. to supplement the public realm work being undertaken by Highways.
 - Develop an events programme and acquire the necessary equipment which will then become a shared resource for all community groups to access, reducing their costs and developing a shared knowledge base.
- 3.6 Given that these are at this stage fledgling ideas, it is proposed that the Council agrees to the allocation of the £30,000 to Team Abergavenny to support the three themes outlined in 3.4. The allocation of the £30,000 to specific projects be delegated to the Bryn y Cwm Programme Board, who will be required to ensure that the projects are viable, meet deliverable outcomes and have been market tested. The Programme Board will be responsible for monitoring agreed projects both in terms of outcomes and financial prudence. This will align with the proposals of the community governance review and support local decision making and accountability.

4. REASONS:

- 4.1 The town centre regeneration strand was identified as a key priority by the local community and forms one of the four strands within the Better Bryn y Cwm document. Team Abergavenny is a community initiative established to work with businesses and the community to improve the town centre offer for both residents and visitors.
- 4.2 The loss of the Business Improvement District vote has removed the potential for businesses to develop their own projects to enhance the town centre, as a result there is now even more need for Team Abergavenny to undertake this role. They however, do not currently have access to funding streams and unlike Caldicot Town Team; they do not have the benefit of S106 contributions to support their work. The Town Teams proposals are fully in accord with Councils February decision to invite “*projects to improve the public realm that supports regeneration of the town centre.*”
- 4.3 The Whole Place team will work with Team Abergavenny to prepare their proposals and develop agreed projects to ensure that they are financially and legally compliant as well as developing the knowledge base within the local community.
- 4.4 The National Eisteddfod will provide an opportunity to showcase Abergavenny through the extensive media coverage associated with the event. Team Abergavenny have stepped forward to lead specific projects designed to improve both the appearance and the offer which will improve the visitors experience and encourage return visits.
- 4.5 Delegating the approval of decisions on the projects selected will enable transparent local governance, streamline the decision making process and align with our Whole Place and proposed Community Governance strategy.

5. RESOURCE IMPLICATIONS:

- 5.1 It is proposed that a £30,000 capital fund be established from the £3,433,000 set aside as a result of the decision to not proceed with the new library building in Abergavenny. This £30,000 would be set aside for Team Abergavenny to undertake capital projects as approved by the Bryn y Cwm Programme Board.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

- 6.1 The significant equality impacts identified in the assessment (Appendix B) are summarised below for members’ consideration:

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

There are no safeguarding or corporate parenting implications arising from this report.

8. CONSULTEES:

All Cabinet Members
Leadership team
Head of Legal Services

9. BACKGROUND PAPERS:

None

10. AUTHORS:

Debra Hill-Howells Head of Community Delivery

11. CONTACT DETAILS

debrahill-howells@monmouthshire.gov.uk

SUBJECT:	CAERWENT SECTION 106 FUNDING
MEETING:	CABINET
DATE:	7th OCTOBER 2015
DIVISIONS/WARDS AFFECTED:	CAERWENT

1.0 PURPOSE

- 1.1 To recommend to Council the setting up of a Capital Budget in 2015/16 for the Caerwent (Merton Green) Off Site Recreation Funding; and
- 1.2 To decide on the allocation of grants to specific projects from the funding available.

2.0 RECOMMENDATIONS

It is recommended to Council that:

- 2.1 a capital budget of £316,988 be created in 2015/16 to carry out the projects set out in 2.2 below and that this is funded from a corresponding contribution from the Section 106 balances held by the County Council in respect of the Merton Green development site in Caerwent (Finance Code N539); and
- 2.2 that the projects set out below be approved:

Project	Project Cost £	Recommended Grant £
• Crick Wildlife and Environmental Group	17,420	13,260
• Old Gym Community Centre Committee	146,600	121,864
• Caerwent Playing fields Association	<u>215,897</u>	<u>181,864</u>
Totals	379,917	316,988

3.0 KEY ISSUES

- 3.1 The housing development at Merton Green yielded an off site recreation contribution of £334,488 to be spent in the local area. Cabinet agreed previously that this site, together with a number of other Section 106 Agreements in the south of the county should make a contribution of £17,500 towards the cost of the new Severnside 3G pitch in Caldicot, because of the regional significance of that project. This leaves a sum of £316,988 to be used on projects of a local nature.
- 3.2 When the availability of funding was advertised, three application for funding were received from the following three groups
- Crick Wildlife & Environmental Group - to develop a wildflower meadow on a piece of land leased from the County Council by the Community Council;
 - Old Gym Community Centre – to carry out building improvements to benefit existing and future users of the centre. These include a very active youth group that meets at the centre on a regular basis and a number of recreational groups, many of which use the gymnasium that forms part of the Community Centre building;
 - Caerwent Playing Fields Association – to carry out extensions and improvements (including improved sports changing rooms) at the village hall, which is located at Caerwent Playing Field, which is registered as a QE11 protected field with Fields in Trust (formerly the National Playing Fields Association).
- 3.3 The Wildlife & Environmental Group and the Playing Fields Association both have an element of match funding to contribute towards the project costs. The scheme submitted by the Old Gym Community Centre was originally priced at just over £205,000 but this cost has been reduced significantly because the Community Centre Committee has accessed grants from other agencies to pay for different elements of the original proposal – a reduction of some £78,000.
- 3.4 Below is a summary of how the S106 funding will be utilised if the recommendations contained in this report are agreed:

Applicant	Scheme Cost	Match Funding	S106 Grant £	Grant Percentage of Scheme Cost	Shortfall £
3G Contribution	-	-	17,500	-	-
Crick Environmental Group	17,420	4,160	13,260	76%	-
Old Gym Community Centre	146,600	-	121,864	83%	24,736
Caerwent Playing Fields Association	215,897	10,000	181,864	84%	24,033
Totals	379,917	14,160	334,488	-	48,769

4.0 REASONS

- 4.1 The Council's Capital Budget for 2014/15 has already been approved and any proposal to add to or vary the Capital Budget requires a decision to be made by full Council.
- 4.2 There was no detailed assessment process carried out in relation to this scheme, as there were only three applications received. Officers have been working with the applicants concerned and with Caerwent Community Council in an attempt to ensure that all three projects can proceed.

5.0 RESOURCE IMPLICATIONS

- 5.1 The expenditure recommended in the report will be met in full from the S106 off site contributions paid to the authority by the developers of the Merton Green site – the final instalment of this amount was received in January this year.
- 5.2 The Crick Wildlife and Conservation Group already has its match funding in place and both the Old Gym Community Centre and the Playing Fields Association have been successful in obtaining external funding in recent years, so there is every expectation that if the grants recommended in this report are approved then the respective applicants will be able to source the additional funds required to bridge the funding shortfall for their projects.

6.0 SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS

- 6.1 The completed Equality Impact Assessment Form and Sustainable Development Checklist are attached at **APPENDICES A – C (inclusive)**.

The significant equality impacts identified in the assessment are summarised below:

Improvements/improved access to public open space
Advanced equality of opportunity for people with a protected characteristic
Improved access to leisure and recreation facilities

- 6.2 The actual impacts from this report's recommendations will be reviewed every three years.

7.0 SAFEGUARDING AND CORPORATE PARENTING CONSIDERATIONS

7.1 There are no negative implications for safeguarding or corporate parenting arising from this report.

The Youth Group at the Community Centre operates under an appropriately trained Leader employed by Monmouthshire Youth Service and the group operates in compliance with the Council's Safeguarding Policy.

The Caerwent Football Club has adopted the FAW Welfare Policy and its constitution states that "the club recognises its responsibility to safeguard the welfare of all children, young people and vulnerable adults who are in membership of the club. The club will aim to provide good quality football in a safe environment by adopting the procedures and working practices of the Football Association of Wales' Welfare Policy."

8.0 CONSULTEES

Cabinet Members

Local County Council Member for Caerwent – supports the recommendations

Strategic Leadership Team

Caerwent Community Council – support the recommendations

Head of Legal Services

Monitoring Officer

Lower Wye Area Committee – no objections to the recommendations

Assistant Head of Finance/Deputy S151 Officer

9.0 BACKGROUND PAPERS

None

10.0 AUTHOR

Mike Moran, Community Infrastructure Coordinator

07901 854682 mikemoran@monmouthshire.gov.uk

EQUALITY IMPACT ASSESSMENT FORM

What impact are you assessing	Service area
The allocation of grants from the Caerwent Section 106 Off Site Recreation Fund	Tourism, Leisure and Culture
Policy author / service lead	Name of assessor and date
Ian Saunders	Mike Moran 31/07//2015

1. What are you proposing to do?

The proposal is to allocate grants from the Caerwent Section 106 Off site Recreation Fund. This fund is made up of developer contributions from the Merton Green development site in Caerwent.

The Council has received 3 applications and is proposing to offer grants to all 3 projects.

2. Are your proposals going to affect any people or groups of people with protected characteristics in a **negative** way? If **YES** please tick appropriate boxes below. **NO**

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

3. Please give details of the negative impact

N/A

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

N/A

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

2011 Census data relating to population statistics for Caerwent plus participation data provided by various applicants

Signed: *Mike Moran*

Designation: Community Infrastructure Coordinator

Dated: 31/07/2015

The “Equality Initial Challenge”

Name: Mike Moran Service area: Tourism, Leisure and Culture Date completed: 31/07/2015		Please give a brief description of what you are aiming to do. Allocate grants to local open space and recreation projects in the Caerwent area from Section 106 funding provided by the developers of the Merton Green residential development in the village	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age			✓
Disability			✓
Marriage + Civil Partnership		✓	
Pregnancy and maternity		✓	
Race		✓	
Religion or Belief		✓	
Sex (was Gender)			✓
Sexual Orientation		✓	
Transgender		✓	
Welsh Language	✓		

For details regarding positive and negative impacts please see over

Please give details about any potential positive Impacts .	How will these positive impacts be achieved
➤ <i>All three projects will benefit children and young people. The wildflower meadow and the Old Gym projects will have positive benefits for older people in the 50+ age range</i>	➤ Continue to work with the successful applicants to ensure that the needs of older people are taken into account when activities or further improvements are planned
➤ <i>All three projects recommended for approval have been designed to be easily accessible by disabled people and people with support needs</i>	➤ Continue to work with and encourage successful applicants to pay particular attention to the needs of disabled people and people with support needs
➤ <i>All of the projects recommended for approval will be accessible to both male and female gender.</i>	➤ Encourage all applicants to encourage female participation and ask for female participation in activities to be encouraged and recorded in the end of scheme reports and in periodic monitoring reports for the next three years until the EQIA is reviewed in 2017 (para 6.2 refers)

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤ <i>There was no section on the grant application form to record how applicants intended to promote the Welsh Language in their projects if approved</i>	➤ Ask applicants to record in their periodic monitoring & end of scheme reports their efforts to encourage use of the Welsh Language ➤ Include a question on the Welsh Language in future grant application forms

Signed: *Mike Moran*

Designation: Community Infrastructure Coordinator

Dated: 31/07/2015

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability Challenge” Mike Moran		Please give a brief description of the aims proposed policy or service reconfiguration To provide new or improved open space & recreation facilities and to encourage improved access/use of those assets	
Name of the Division or service area Tourism, Leisure and Culture		Date “Challenge” form completed 31/07/2015	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food		✓	
Improve housing quality & provision		✓	
Reduce ill health and improve healthcare provision			✓ Participation in sport and healthy exercise improves health and reduces dependence on healthcare provision
Promote independence		✓	
Encourage community participation/action & voluntary work			✓ Each of the projects recommended for approval involve high levels of community participation and are run by volunteers
Targets socially excluded		✓	
Help reduce crime and fear of crime		✓	
Improve access to education and training			✓ All of the projects recommended for approval involve some training and the attainment of some additional skills
Have a positive impact on people and places in other countries		✓	

PLANET			
Reduce, reuse and recycle waste and water		✓	
Reduce carbon dioxide emissions			✓ Access to local facilities reduces reliance on car journeys, thus reducing carbon emissions
Prevent or reduce pollution of the air, land and water		✓	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)			✓ One of the projects recommended for approval will protect wildlife habitats
Protect or enhance visual appearance of environment			✓ All of the projects recommended for approval will enhance the visual appearance of the environment
PROFIT			
Protect local shops and services		✓	
Link local production with local consumption		✓	
Improve environmental awareness of local businesses		✓	
Increase employment for local people		✓	
Preserve and enhance local identity and culture			✓ All of the projects are promoted by local people and “fit” with the local identity and culture of the area
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		✓	
Increase and improve access to leisure, recreation or cultural facilities			✓ All of the projects recommended for approval will increase and/or improve access to leisure and recreation facilities

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

The next steps

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

The projects recommended in this report for a grant award will, if approved:

- provide better access to a range of improved open space and recreation facilities in Caerwent, primarily for the benefit of local people;
- provide investment in facilities that are sustainable in the longer term & that reduce reliance on car journeys to access good quality facilities;
- provide improved access to and participation by people living in Caerwent that have one or more protected characteristic(s);
- help to promote local identity and culture through the involvement of a large number of local people acting in a voluntary capacity.

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

N/A

Signed: *Mike Moran*

Designation: Community Infrastructure Coordinator

Dated: 31/07/2015

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**SUBJECT: MONMOUTHSHIRE COUNTY COUNCIL YOUTH SERVICE –
MONMOUTHSHIRE NEET REDUCTION STRATEGY**

MEETING: Cabinet

DATE: 7th October 2015

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

1.1 To present to the Children and Young People's Select Committee the draft Monmouthshire NEET (Not in Employment, Education or Training) Reduction Strategy and action plan, which will be delivered by Monmouthshire's schools and Youth Service.

2. RECOMMENDATIONS:

2.1 To receive and scrutinise the draft NEET Reduction Strategy prior to submission to the Cabinet for approval.

3. KEY ISSUES:

3.1 The Monmouthshire NEET Reduction Strategy sets out its commitment to creating better outcomes for young people aged 11-25 through increasing engagement and progression of existing and future provision, with the aspiration of creating a NEET-free county.

3.2 Schools, Education Welfare Service, Pupil Referral Service, Youth Service and Careers Wales with the LA will work together with a single goal: to support and improve outcomes for young people at risk of becoming NEET or who are NEET. This model has reduced Monmouthshire NEET figures to 1.7% in 2015 (2nd lowest in Wales).

3.3 Whilst the good work achieved in Monmouthshire schools to date in identifying and preventing disengagement at all stages of their education is acknowledged, this strategy will build on schools' contribution and will work towards an early identification system, a suitable curriculum and learning pathway to support skills development and qualifications.

3.4 Primary Schools have a key role to play in the early identification of children at risk of becoming NEET.

4. REASONS:

4.1 Draft NEET Reduction Strategy in place in 2012; the need to review this and develop a revised strategy in line with local and national priorities.

4.2 Welsh Government has committed to the Youth Engagement and Progression Framework 2013, which provides a delivery model centred on the needs of young people identifying 6 key areas for achieving better outcomes for young people.

4.3 The NEET Reduction Strategy will contribute towards the implementation of the Youth Engagement and Progression Framework Plan for Monmouthshire 2015/16.

4.4 This strategy's action plan will contribute to:

- Monmouthshire Single Integrated Plan Outcome 3 (Good Access and Mobility) and Outcome 8 (Access to practical and flexible learning).
- Monmouthshire Partnership Administration Continuance Agreement that outlines the council's four priorities of supporting Education, Supporting Vulnerable People, Enterprise and Jobs Growth and Council Effectiveness.
- The Council's Improvement Objective 1 for Education as set out in the 2015-18 Improvement Plan.
- Chief Officer reports for CYP which plans a Youth Service provision to support young people.

4.5 This strategy will ensure that provision and services meets the need of all young people primarily in Key Stages 3, 4 and 5 at risk of becoming NEET or who are NEET.

4.6 To collectively ensure effective use of resources in the current financial climate.

5. RESOURCE IMPLICATIONS:

5.1 No cost implications to MCC

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

The significant equality impacts identified in the assessment (Appendix 1) are summarised below for members' consideration:

The actual impacts from this report's recommendations will be reviewed annually and criteria for monitoring and review will include:

- To monitor annual reports by the Post 16 Steering Group on the outcomes achieved through collaboration.

- To monitor the impact of delivered services to young people and communities to ensure they are relevant, age appropriate and meet current needs and trends of the communities.

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

7.1 The report outlines the Youth Service's aims to continue pre and post 16 services in order for them to remain accessible, safe, available and relevant to the young people of Monmouthshire.

8. CONSULTEES:

Departmental Management Team
Headteachers
Head of Achievement and Attainment
Youth Engagement and Progression Co-ordinator
Post 16 Steering Group
14-19 Curriculum Group
Keeping in Touch Group
Engagement and Progression Stakeholders
Integrated Youth Offer Group

9. BACKGROUND PAPERS:

Please see links to the associated papers for this report:

Glossary of terms Appendix 2

10. AUTHOR:

Hannah Jones, MCC Youth and Engagement Coordinator

11. CONTACT DETAILS:

Tel: 01873 833200

E-mail: hannahjones@monmouthshire.gov.uk

The “Equality Initial Challenge”

Appendix 1

Name: Hannah Jones Service area: CYP, Youth Service Date completed: 16 th April 2015		Please give a brief description of what you are aiming to do. To drive forward the Monmouthshire NEET Reduction Strategy which sets out its commitment to creating better outcomes for young people aged 11-25 through increasing engagement and progression of existing and future provision, with the aspiration of creating a NEET free county	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		X	X – all young people in Key Stage 3, 4 and 5 will be identified when requiring additional support to support them achieving the desired qualifications, work placement and employment
Disability		X	
Marriage + Civil Partnership		X	
Pregnancy and maternity		X	
Race		X	
Religion or Belief		X	
Sex (was Gender)		X	
Sexual Orientation		X	
Transgender		X	

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

Signed

Designation

Dated

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
NEET status of young people currently in Monmouthshire	CYP Youth Service
Policy author / service lead	Name of assessor and date
Hannah Jones	

1. What are you proposing to do?

The strategy sets out its commitment to creating better outcomes for young people in Monmouthshire through increasing engagement and progression of existing and future provision. It aims to ensure that all young people successfully move into immediate post-16 education, employment or training with the aspiration of creating a NEET-free county. It recognises that early identification and intervention are vital in supporting young people in their learning and enabling them to reach their potential beyond the age of 16.

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

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

3. Please give details of the negative impact

There should be no negative impact on the protected characteristics above

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

There is no proposed change to service delivery currently, however full consultation with skateholders has been undertaken in line with the Engagement and Progression Framework to ensure that young people in Monmouthshire have access to services to prevent them becoming NEET.

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

user data, Staff personnel data etc..

- 14 -19 Local Area Network
- 14 -19 Curriculum Group
- Keeping In Touch Group
- Post 16 Steering Group
- Integrated Youth Offer Group
- Careres Wales Data

Signed...Hannah Jones Designation...Engagement and Progression Coordinator...Dated...16-4-15.....

Appendix 2

Glossary of terms

ALN	Additional Learning Needs
CAP	Common Application Process
DWP	Department of Work and Pensions
EAS	Educational Achievement Service
EIS	Early Identification System
EPC	Engagement and Progression Coordinator
FSM	Free School Meals
GEMS	Gwent Ethnic Minority Service
JAF	Joint Assessment Framework
JWT	Jobs Without Training
KIT	Keeping in Touch
LA	Local Authority
LAC	Looked After Child
LSB	Local Service Board
MAM's	Mult Agency Meetings
NEET	Not in Education, Employment or Training
PRS	Pupil Referral Service
SIP	Single Integrated Plan
TAF	Team Around the Family
YEPF	Youth and Engagement Progression Framework
WASPI	Wales Accord on the Sharing of Personal Information

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MONMOUTHSHIRE NEET REDUCTION STRATEGY 2015 -2018

Improving outcomes for young people at risk of becoming NEET (not in Education, Employment or Training) or are actually NEET.

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Section 1;

Introduction to the Monmouthshire NEET Reduction Strategy

Introduction

This strategy sets out its commitment to creating better outcomes for young people in Monmouthshire through increasing engagement and progression of existing and future provision. It aims to ensure that all young people successfully move into immediate post- 16 education, employment or training with the aspiration of creating a NEET (not in Education, Employment or Training) free county. It recognises that early identification and intervention are vital in supporting young people in their learning and enabling them to reach their potential beyond 16.

The scope of this strategy is 11 -25 years of age; however it should be recognised that children can be predicted as being at risk of becoming NEET from a much earlier age. Welsh Government recommends the early identification of those at risk of disengagement from the age of 7 (Year 2. Learning and the curriculum from Foundation Phase onwards can have an enormous effect on preventing disengagement through engagement in learning and through the acquisition of skills and qualifications.

This strategy cannot be addressed by one single agency. It has been developed collaboratively with all key stakeholders, identifying key priorities in relation to the increasing engagement and progression and thus reducing the chances of young people becoming NEET.

The NEET Strategy and Action Plan will be monitored through the following local forums;

- 14 -19 Local Area Network
- 14 -19 Curriculum Group
- Keeping In Touch Group
- Post 16 Steering Group
- Integrated Youth Offer Group

Context

National context

In Wales, this strategy sits within the context of a number of key strategies, reviews and plans, for example the 'Tackling Poverty Action Plan 2012 -2016'. A key element of this plan is to reduce the number of young people who are not in education, employment and training (NEET). The following new targets were set out in the plan:

- Reduce the number of NEETS aged 16 -18 to 9% by 2017
- Reduce the proportion of young people aged 19 -24 who are NEET in Wales relative to the UK as a whole by 2017.

The response to these targets is in the Youth Engagement and Progression Framework which provides a delivery model centred on the needs of young people identifying 6 key areas for achieving better outcomes for young people.

Extending Entitlement 2002- Supporting Young People in Wales outlines 10 entitlements for young people. These include education; training and work experience tailored to their need and basic skills which open doors to a full life and promotes social inclusion.

Most recently the National Youth Work Strategy for Wales 2014 -2018, in which the second outcome is to support positive outcomes for young people in mainstream education and training. Youth work intervention will show improvements in behaviour, attendance and progression through key points of transition.

Policy Statement on Skills 2014 sets out 4 key priorities – Skills for jobs and growth, skills that respond to local needs, skills that employer's value and skills for employment, which are vital for progression and sustainable employment.

This strategy will also be influenced by the Review of Qualifications for 14 -19 in Wales (Welsh Government 2012) and Post 16 Planning and Funding Review; Final Report (Welsh Government 2013).

Local context

The three themes of Monmouthshire's Single Integrated Plan are;

- Nobody is left behind
- People are confident, capable and involved
- Our county thrives.

This strategy will contribute to Outcome 3: Good Access and Mobility – “ We want people to be able to access the services and activities they need when they need them” and Outcome 8: Access to practical & flexible learning – “ We want people in Monmouthshire to enjoy the opportunities that learning presents at all stages of their lives. It will be flexible and provide development opportunities across vocational and academic routes at all stages”.

Monmouthshire County Council Shaping Our Future Improvement Plan 2014-17 Objective 1 – We will provide an improved education provision for Monmouthshire sets out the three years' worth of targets for the percentage of 16 year olds who are NOT in Education, Employment or Training (NEET) which has been agreed with Welsh Government. Target for 2013/14 was 3.8 % and the actual was 2.8%, target for 2014/15 was 3.3% and the actual was 1.7%.

Monmouthshire Partnership Administration Continuance Agreement 2015 -17 states that we will close the gap in attainment for between those who are eligible for free school meals and those who are not for all pupils. This strategy will support this for Key Stage 3,4 and 5 pupils.

People & Organisational Development Draft Strategy 2014 -17 states that apprenticeship opportunities will be provided in the Monmouthshire County Council operations division and through CMC2's successful Y Prentis programme targeted at supporting growth in the construction skills sector. Digital Apprenticeships and Hospitality Training are the two key priority areas.

The Monmouthshire Integrated Youth Offer for Youth Support Services aims ‘to help those young people at risk of dropping out of learning or not achieving their full potential and raise young peoples’ aspirations, build their resilience and inform their decisions’ (2013)

The Post 16 Steering Group and 14 -19 Network key priority is to implement the Monmouthshire Youth Engagement and Progression Framework (YEPF) Plan to create better outcomes for young people and hence reduce the number of young people Not in Education, Employment and Training and those at risk of becoming NEET. The YEPF plan will build on the good practice in Secondary Schools, Further Education colleges and local providers and address the areas of improvement to ensure that young people in particular those most vulnerable can reach their potential.

Definition of NEET

The term NEET refers to young people who are not engaged in education, employment or training. It is often used to describe young people who are disengaged from learning or employment and have become marginalised from society.

Research has informed variations of NEET status, these are categorised by the level of seriousness and are defined as follows;

- **Transition NEET** – those that have chosen to take time out before re-engaging in education, training or employment and usually have higher attainment and a more positive outlook on future opportunities.
- **Floating ‘at risk ‘or undecided NEETs** – those who lack direction or motivation and move in and out of the NEET group. There has been a period of being NEET in between attending school or further education or low wages, low skill employment with little or no training opportunities.
- **Core NEET** – those experiencing longer term disengagement in education and employment and linked to poor attainment and attendance at school and have a number of barriers to participation from families where worklessness and unemployment is an accepted norm.

Why do young people become NEET?

Young People can become NEET due to a variety of reasons and circumstances. Research has identified the following risk factors;

- Caring for a sibling, parent or partner
- Pregnancy or parenting
- Substance misuse
- Physical/mental illness/disability
- Homelessness

- Poverty
- Being on free school meals
- Being looked after
- A history of poor attendance
- Offending
- Poor Basic and Key Skills
- Special Educational Needs
- Low self esteem
- Domestic Violence
- English as an additional language

Young People can find themselves NEET as they have a multitude of barriers that prevents them engaging. This strategy will determine the service meets their needs by providing the right intervention and support for re-engagement. Young people do not suddenly become NEET at 16. This strategy recognises and values the multi-agency work that is already going on in Primary Schools, through Flying Start to support the transition into secondary education. The work of the Joint Assessment Framework (JAF) and Team Around the Family (TAF) in supporting the family is key to reducing the number of NEET and sustaining employment within the wider family network.

- **Current position**

Over the past 5 years Monmouthshire has been consistently below the Welsh average of destinations of Year 11 pupils leaving school known not to be in Education, Training or Employment (NEET). This is evidenced in the table below. However the local authority, careers and other providers cannot be complacent and will strive towards a NEET free county.

Year	Target %	Actual %	Wales %
2010/11		3.9	5.4
2011/12		3.8	4.4
2012/13	3.8	3.8	4.2
2013/14	3.8	2.8	3.8
2014/15	3.3	1.7	3.0

Secondary Schools ensure that young people at risk of disengaging have the right package and participate in their education. Schools have designated Careers Advisors, Youth Access Workers and a Transition Worker that links with the 4 Secondary Schools and 1 Special School. With the introduction of the Youth Engagement and Progression Framework, this will strengthen existing systems, pre and post 16 and embed the early identification process and the role of the lead worker.

The Lead Worker function is intended to provide continuity of support and contact for the most at risk young people to remain in or to enter education, training or employment offering additional support to the young person.

Secondary schools hold monthly Multi – Agency Meetings (MAMs) as part of the JAF/TAF system. Referrals are made to the MAMs for discussion and action. Ensuring that the appropriate support and intervention is in place for those most vulnerable with sometimes very complex needs. Those that are discussed at MAMs can sometimes have potential NEET status. The Engagement and Progression Coordinator (EPC) regularly attends MAMs to brokerage support for those that are potential NEETs.

The Keeping in Touch (KIT) group (14- 19 multi-agency group which works operationally) meets monthly to identify the needs of those young people in tiers 1, 2, 3 and 4 of the 5 Tier Model (**see appendix 1**). Each young person is discussed and an action plan put in place and a lead worker is allocated. The KIT group over the last 12 months has had a significant impact in reducing the number of young people in Tier 1. Tier 2 remains consistent due to limited provision locally.

The work of the Post 16 Steering Group, the Employment and Skills Partnership and Employability Programmes have assisted in reducing the number of young people 18 -24 years claiming Job Seekers Allowance. There is still a need to offer further employability programmes and one to one support to address barriers to employment.

The success of this strategy will be determined by the implementation of the NEET reduction action plan (**see appendix 2**):

- Young people at risk of becoming NEET are identified early and a lead worker is allocated to support engagement at Key Stage 3, 4 and 5.
- All young people in Years 11, 12 and 13 have a confirmed destination and this is sustained.
- Reduction in the number of young people aged 16 – 25 years that are NEET

- **Young Peoples involvement**

The Integrated Youth Offer Group (Youth Support Services) believes nobody better understands the concerns facing young people than young people themselves. Listening to young peoples' views and opinions and giving feedback will ensure a 'fit for purpose' strategy which addresses the real issues and concerns that young people face in relation to education, employment and training.

- **The vision for a NEET free county**

The Integrated Youth Offer Group (Youth Support Services) shared vision is 'a single goal to support and improve outcomes for young people particularly those who are most disadvantaged or vulnerable'.

This strategy underpins that vision and will strive towards all young people having access to the right opportunities to enter education, employment and training creating a NEET free county.

Section 2

Priorities for Action

The strategy identifies 6 key areas, these areas are in line with the Youth Engagement and Progression Framework; identifying young people most at risk of disengagement, better brokerage and co-ordination of support, stronger tracking and transition of young people through the system, ensuring provision meets the needs of young people, strengthening employability skills and opportunities for employment and greater accountability for better outcomes for young people. **This is summarised in Appendix 3**

1. Identifying young people most at risk of disengagement

The Youth Engagement and Progression Stakeholders group will support the EPC in the development and monitoring of the NEET Early Identification system to ensure that the system is in place by July 2015 for Key Stage 3, 4 and 5. The EPC will work closely with schools, careers and other providers to ensure those identified at risk of disengagement will have the appropriate intervention and support. **Appendix 4 Monmouthshire Early Identification System.**

Careers Wales will continue to use an on-line diagnostic tool towards the end of Year 10. This tool helps Careers Advisor's to prioritise the young people in need of face to face guidance and support during Year 11. It identifies those specifically hoping to enter the labour market as well as those lacking any particular focus in relation to plans for after school.

Further Education College will identify learners at risk of withdrawing from college courses and ensure appropriate intervention and support is in place.

2. Better brokerage and Co-ordination of Support

The EPC will meet with Progress Leaders for Key Stage 3 and 4 on a termly basis to discuss those identified at most risk of becoming NEET from the Early Identification tool. Schools will identify young people who they feel the tool may have missed.

Bespoke package of learning, curriculum and interventions is reviewed and further measures are put in place if required. Lead Worker is identified to prevent disengagement through engagement in learning and through the acquisition of skills and qualifications.

The KIT (Keeping in Touch) group which is made up of Coleg Gwent, Careers Wales, Youth Service, Youth Offending Service, Work Based Learning Providers, Llamau, Young Carers Education Welfare Service and Social Services will continue to build on identifying and co-ordinating targeted support for young people post 16 who are at risk of disengaging, or who have disengaged from Education, Employment or Training. The group meet on a monthly basis and the focus of the development is to co-ordinate support and broker a Lead Worker for the identified vulnerable groups of young people. This will be achieved through the effective sharing, monitoring and evaluation of, Tier 1 & 2 data with all key support partners under appropriate safeguarding arrangements and data sharing protocols.

3. Stronger tracking and transition of young people through the system

The NEET Early Identification system will identify those at risk of disengaging and are perceived as more likely to become NEET. Schools already have systems in place to prevent disengagement and those most vulnerable needs are addressed at monthly Multi – Agency Meetings.

The EPC will work together with Schools, Careers Wales and other providers to develop stronger tracking and transition of young people pre and post 16 to ensure a seamless transition from pre to post 16. By using the Area Prospectus and Common Application Process on www.careerswales.com this will enable all Year 11 students to access a suitable place in learning post 16. It is anticipated that tracking the transition through this process should improve.

Post 16 Careers Wales and Youth Service have already done a great deal of work to reduce the number of NEETs, particularly in Tier 1, 2 and 3 of the Tier 5 Model. A WASPI has been developed between Careers Wales, Youth Service and Service Providers to ensure effective tracking and monitoring of client group. Careers Wales's database will be used to monitor track and record all clients. All clients will be allocated a lead Worker/agency to be responsible for monitoring engagement and progression.

Careers Wales will continue to provide the Local Authority with the monthly 5 Tier Model figures which are presented at the Post 16 Steering group. Clients in Tiers 1, 2 and 4 are discussed in the Keeping in Touch meeting. Individual needs are addressed and a Lead Worker allocated.

The EPC will primarily work with Careers Wales and Job Centre Plus to ensure effective tracking of young people 18 -24 years as they progress into employment. However effective links will need to be made with post 18 providers to track destinations.

4. Ensuring provision meets the needs of young people

The Post 16 Steering group has produced a baseline map of education, training and re-engagement provision against the Five Tier Model. This will be updated by the EPC on an annual basis. The mapping of current provision will also be up loaded to the Monmouthshire County Council website. The EPC will work with schools and other providers to map the needs of young people identified through the Early Identification System. This will ensure that gaps, unmet needs and any duplication of existing provision are identified.

The development and delivery of provision will be discussed and actioned at the Monmouthshire Local Area Network (LAN) and the Curriculum Group which includes all providers – Schools, Coleg Gwent, Careers Wales, Youth Service and Training Providers. The EPC will monitor this to ensure an appropriate mix and balance of provision – FE colleges, sixth forms and work based learning providers.

The Local Authority will take the strategic lead in the implementation of the Youth Guarantee. Working with schools and key organisations to ensure the Youth Guarantee is delivered effectively.

The Local Authority intends to be more involved in commissioning of local provision through national programmes. The Youth Service currently is a sub-contractor for Torfaen Training delivering the Engagement and Traineeship Programme. The EPC attends the Skills, Worklessness and Young Peoples Group and will be working with the Competitiveness Authority (Cardiff,

Newport, Monmouthshire and the Vale of Glamorgan) in developing a business plan for European Structural Funding for provision locally for 11 -24 year olds at risk of becoming NEET – Inspire2Achieve and 16 -24 year olds that are ready NEET-Inspire2Work.

5. Strengthening employability skills and opportunities for employment

The Post 16 Steering group will contribute towards young people achieving and progressing into skilled employment. The strategic approach to workforce planning will continue to develop, to ensure the provision meets local needs and addresses the skill deficits of young people through delivery of coordinated targeted provision. The post 16 Steering group will improve the access to meaningful and appropriate work placement opportunities by further developing links with Small Medium Enterprises in Monmouthshire and neighbouring authorities.

Opportunities with Careers Wales will allow those young people at highest risk of disengagement to achieve literacy and numeracy qualifications. These will also be linked with basic employability skills to improve communication, confidence and motivation. Careers Wales in partnership with Job Centre Plus will deliver weekly employability sessions across Monmouthshire using the interactive Skills 2 Succeed package. This mediated learning will accredit learners who complete modules covering topics like ‘Self-Awareness’, ‘Preparing for Interview’ and ‘CV writing’. This package of learning will also be available within the school setting to help prepare those school leavers looking to enter the local labour market.

Young people will have the opportunity to participate in a wider range of educational opportunities to incentivise learners, so they actually want to engage. The provision will use teaching resources and methods that encourage full participation of the learners by including topics and themes that are of interest to specific groups of learners.

Monmouthshire County Council has re-committed to providing apprenticeship opportunities through its operations division and CMC2 successful Y Prentis Programme offering opportunities in the construction skills sector. The group will continue to share and promote Apprenticeship and Job Growth Wales opportunities through Facebook, twitter and websites.

This strategy will ensure active involvement with relevant groups to drive the coordinated approach to tackling youth unemployment in line with the Monmouthshire Single Integrated Plan. This includes the following groups:

- Skills Worklessness and Young People Strategic group as part of the South East Wales Director of Environment and Regeneration Group.
- Business Employment Skills and Training Partnership
- Post 16 Steering Group – subgroup Employment and Learning Opportunities

6. Greater accountability for better outcomes for young people

The Local Authority completed and submitted their Youth Engagement and Progression Framework Implementation Plan – Action Plan 2015/16 for approval in March 2015. Schools and other providers were involved in the writing of the Plan 2015/16. A key Stakeholders Event was organised in June 2014 to launch the Plan for 2014/15 and to discuss where organisations fit in each of the key elements, identifying good practice and which agency is best placed to lead on this key element.

The Post 16 Steering Group and 14 -19 Curriculum Group will ensure that the YEPF plan is reviewed and updated accordingly and monitor the progress of the framework. Meet on a termly basis and inform the Monmouthshire LAN of process made.

In accordance with Welsh Government, the local Authority and post 16 providers will ensure all 16, 17 and 18 year old a destination. This will be the main accountability for our performance.

Young People have been involved in the development of this strategy in particular; the Monmouthshire Engage to Change group which has strongly influenced the completed document. A copy of the Monmouthshire Youth Engagement and Progression Framework Implementation Plan is in **appendix 5**.

Appendix 1 – Welsh Government 5 Tier Model

Tier	Definition	Lead work	5 tier data available MINIMUM OFFER	ADDITIONAL This column describes potential data available based on requests from Local authorities over the last 12 months.
Tier 5 Page 7/15 Young People in Further Education, Employment or Training (EET)	<ul style="list-style-type: none"> • Sustaining education, employment or training (EET). • Working or studying part time over 16 hours. • Voluntary Work. 	<ul style="list-style-type: none"> • No lead worker is judged necessary given that young person is already engaged and not judged to be at risk of disengaging. 	<ul style="list-style-type: none"> • Snapshot data by cohort and age. 	
Tier 4 Young People at risk of dropping out of EET	<ul style="list-style-type: none"> • Those engaged in less than 16 hours of EET. • Those that have been identified at risk of disengagement pre-16 and/or were judged as at risk of not making a positive transition that are subsequently in FE, sixth form or training. • Those 	Allocation of lead worker depends on level of risk. <ul style="list-style-type: none"> • Low and medium risk – provider pastoral systems and/or allocation of learning coach as a lead worker. • High risk – may be allocated lead worker from either Youth Service or Careers Wales or if 	<ul style="list-style-type: none"> • Snapshot data by cohort and age. • The average length of time that young people had been in the tier. • The EET status 	<ul style="list-style-type: none"> • A breakdown of tier 4, what are the issues, have they got a next step in place? • Any narrative information as to why that young person is at risk e.g. doesn't

	who have been made aware to CW by EET providers (or themselves) as at risk of dropping out of EET.	Families First involved Team Around the Family will decide allocation of lead worker.		like the course, persona issues etc. <ul style="list-style-type: none"> • Categorised by provider
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 756</p> <p>Tier 3</p> <p>Unemployed 16 and 17 year olds known to Careers Wales</p>	<ul style="list-style-type: none"> • Engaged with CW and/or known to be actively seeking EET; either ready to enter EET, or assessed as requiring career management or employability skills support to enter EET. • This tier should also include those known to CW, actively seeking EET but not requiring CW enhanced support i.e. accessing support via CW.com, awaiting a college start date etc. 	<ul style="list-style-type: none"> • Lead worker identified for 100% cohort. • Careers Wales will provide the lead worker in nearly all cases. 	<ul style="list-style-type: none"> • Snapshot data by cohort and age. • The average length of time that young people had been in the tier. • How many people had joined the tier, either for the first time or as a re-entrant. <p>As a minimum we won't provide</p> <ul style="list-style-type: none"> • Personal information on young people in tier 3. 	<ul style="list-style-type: none"> • How many young people are awaiting a start or interview for EET? • The numbers of young people in tier that could end up in tier 2/1? • A breakdown of tier 3, what are the issues, what are the intended destinations of the clients, how long have they been in a tier, have they got a next step in place?

<p>Tier 2</p> <p>16 and 17 year olds, known to Careers Wales, who are not available for EET</p>	<ul style="list-style-type: none"> • Young person not available/ unable to seek EET (sickness, young carers, pregnancy, custody). • Young people with significant or multiple barriers requiring intensive personal support. 	<ul style="list-style-type: none"> • Lead worker identified for 100% cohort. • Youth Service will provide lead worker in nearly all cases. 	<ul style="list-style-type: none"> • Snapshot data by cohort and age. • The average length of time that young people had been in the tier. <p>How many people had joined the tier, either for the first time or as a re-entrant?</p> <ul style="list-style-type: none"> • Personal information of the young person in the tier e.g. name address, telephone no, • By cohort and by ward. 	<ul style="list-style-type: none"> • Month on month analysis of progression within tiers 1 and 2 • Access to client records including history notes to understand what previous support they have received. • A breakdown of the clients by issues/barriers. • Any narrative information as to why that young person is not ready e.g. behaviour, confidence etc. • Lead worker supporting that young person.
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<p>Tier 1 Unknown status on leaving Careers Wales services</p>	<ul style="list-style-type: none"> • Young people unknown to Careers Wales. 	<ul style="list-style-type: none"> • Once individuals are identified they are allocated to appropriate tier and allocated a lead 	<ul style="list-style-type: none"> • Snapshot data by cohort and age. • The average length of time that young people had been in the tier. • How many people had joined the tier, either for the first time or as a re-entrant. • Personal information of the young person in the tier e.g. name address, telephone no, • By cohort and by ward. 	<ul style="list-style-type: none"> • Month on month analysis of progression within tiers 1 and 2 • Access to client records including history notes to understand what previous support they have received. • Any narrative information as to why that young person is unknown. • A breakdown of the clients by issues/barriers. • Lead worker supporting the young person.
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Outcome 3: Good Access and Mobility

“We want people to be able to access the services and activities they need, when they need them”.

Outcome 8: Access to practical & flexible learning

“We want people in Monmouthshire to enjoy the opportunities that learning presents at all stages of their lives. It will be flexible and provide development opportunities across vocational and academic routes at all stages”.

in order to do this we will:

- A. Improve access to job opportunities especially for young people.
- B. Improve access to education for vulnerable groups.
- C. Address key factors to underachievement.

Measure of Success

Single Integrated Plan Performance Indicators:

- % of people aged 18-24yrs in Monmouthshire claiming JSA
- Unemployed persons as a % of the Economically Active population aged 16-24yrs

Description/Objectives	Action	Lead person/agency	How Much/How Often	How Well?
To provide leadership and management to ensure buy-in from stakeholders of the NEET reduction strategy	<ul style="list-style-type: none"> • Hold NEET/YEPF event in June 2014 to identify need • Develop draft NEET strategy by September 2014 for consultation • Establish appropriate partners by December 2014 	Tracey Thomas	<ul style="list-style-type: none"> • Event held in June 2014 • Draft strategy completed in September 2014 • 10 partners established Careers Wales Job Centre Plus Coleg Gwent Monmouthshire Housing Youth Offending Service 	<ul style="list-style-type: none"> • The NEET/YEPF event was attended by 21 people and 14 organisations. Raised awareness of the YEPF Implementation plan and actioned required. • Draft NEET Strategy developed and

			Llamau Choices Torfaen Training Learn About Young Carers	consultation carried out with stakeholders <ul style="list-style-type: none"> Improved access to education, employment and training opportunities
To create a data sharing ethos amongst relevant partners ensuring accurate information is available to all Page 760	<ul style="list-style-type: none"> Evaluate the effectiveness of current Keeping InTouch (KIT) tracking process to maximise potential 	Hannah Jones	<ul style="list-style-type: none"> Monitoring attainment data captured 	<ul style="list-style-type: none"> Improved tracking and monitoring of NEETs progress leading to the right intervention for an appropriate destination NEET destination data available. In 2014, Year 11 1.7%, Year 12 1.8% and Year 13 4.5% not in education, employment or training
To develop and implement the early identification system and ensure appropriate support of Young People at risk of becoming NEET at Key Stage 3,4 and 5.	<ul style="list-style-type: none"> Develop an early identification system for “at risk of NEET” Implement early identification system within schools& PRS Stronger tracking and monitoring of support 	Hannah Jones	<ul style="list-style-type: none"> Key Stage 3 in April 2015 45 young people identified most at risk of becoming NEET Key Stage 4 in April 2015 60 young people identified most at risk of becoming NEET. Key Stage 5 in April 2015 30 young people identified most at risk of becoming NEET. 	<ul style="list-style-type: none"> Improved identification of potential NEET’s. Better brokerage of support and intervention. Improved attendance and attainment

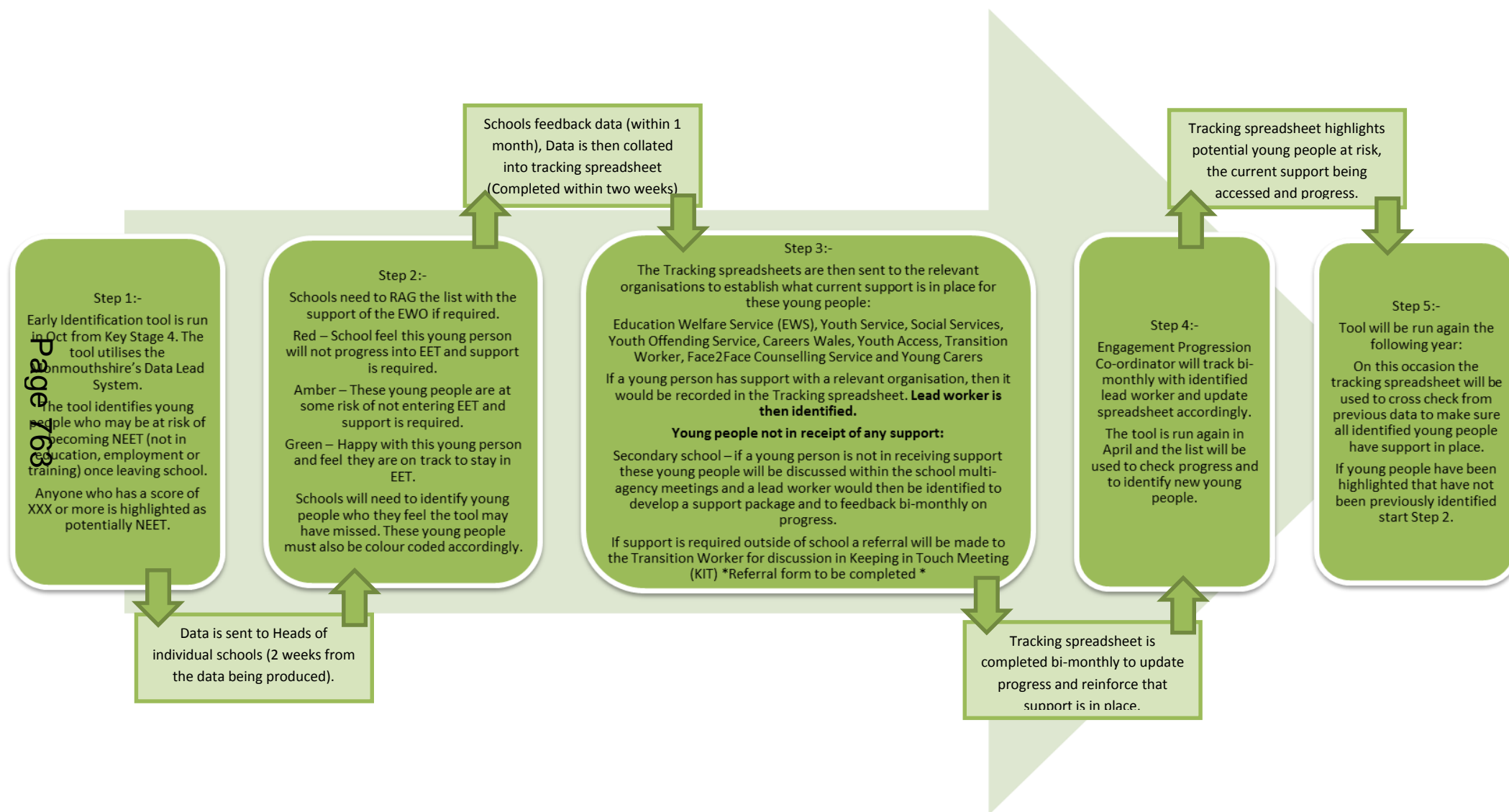
<p>To ensure provision meets the needs of young people</p>	<ul style="list-style-type: none"> • Develop a tier 2 (young people 16 -18 year olds unable to access provision due to circumstances) group. • Establish a learning and employment group. 	<p>Leanne Ward</p>	<ul style="list-style-type: none"> • 4 provisions and 10+ support services available to Tier 2 young people • The Tier 2 group is made up of agencies that offer services and provision to tier 2 young people • The Learning and Employment group to review and develop current provisions 	<ul style="list-style-type: none"> • Better access to appropriate provision • Improved and co-ordinated employment programmes
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Appendix 3

This strategy will ensure that young people have the right opportunities to make a seamless transition from pre 16 to post 16 provision and services. It will work towards the engagement model set out by Welsh Government within the Youth Engagement and Progression Framework.



Appendix 4 – Monmouthshire NEET Early Identification System



Appendix 5 - Monmouthshire Youth Engagement and Progression Framework Implementation Plan 2015/16

Identifying young people most at risk of disengagement				
Action	What is your Local Authority currently doing?	What are the challenges?	How are you going to take the work forward?	Progress to date
<p>Develop an approach to early identification of young people at risk of disengagement including what indicators, thresholds and data to use, when to start and who else needs to be involved by March 2014.</p>	<p>Schools currently identify young people at risk of disengagement and have their individual indicators and thresholds. Data held by schools.</p> <p>Local Authority are developing a new Common Pupil Tracking System inclusive of all groups</p>	<p>Youth Engagement and Progression function of multi-agency meetings in schools.</p>	<p>Local Authority Common Pupil Tracking system established initially for Key stage 3 and 4 (to include attendance, attainment, exclusion, behavioural, FSM data)</p> <p>Those at risk of disengagement discussed at multi-agency meetings</p>	<p>Early Identification System in place including pupil tracking for Key Stage 3 and 4 for 4 schools, PRS and 1 special school</p> <p>Most vulnerable and often those who are at risk of disengagement, discussed at monthly Multi Agency Meetings</p> <p>Case data discussed EPC and School Progress Leaders termly</p>

			Case data – schools knowledge Common referral process developed	Reviewed current referral processes and updated system and documentation to address common referral process
Discuss outcomes from pre-16 early identification with schools to agree levels of risk and inform identification needs. Page 765	Youth Access Workers in Schools Transition Worker Education Welfare Service Pupil Referral Service liaises with schools Careers Workers in schools Tracking of Looked After Children (LAC)	LAC young people “placed “in Monmouthshire at a late stage in their education for example midway through year 11 Not being notified of LAC young people placed in Monmouthshire by other authorities in independent provision	Common Pupil Tracking system with clarity in terms of referral Discuss with Systems Leader EAS	Limited progress on Common Pupil Tracking System due to delay of Early Identify System. This will be in place by July 2015 EAS Challenge Advisors spring term visits to schools is focussed on reviewing school support for vulnerable learners

		Limited range of educational opportunities		
Determine how pre-16 early identification outcomes are shared with post-16 providers.	Learning Coaches, 14 - 19 Transition Worker and Careers Workers in schools ensure appropriate and effective progression pathways are in place with post 16 providers for those at risk of disengagement	Tracking young people that leave Monmouthshire for their post 16 provision More Able and Talented young people to be offered support and guidance Sharing of personal data with post 16 providers	Common Pupil Tracking System working with post 16 providers To ensure information sharing protocols are in place	Initial discussions with schools and colleges have taken place to look at possibility of tracking young people with post 16 providers. This will be explored more in the next quarter with the possibility of commencing Summer 2015. WASPI in place for Keeping In Touch Group (NEET practitioners group)

Better brokerage and coordination of support				
Action	What is your Local Authority currently doing?	What are the challenges?	How are you going to take the work forward?	Progress to date
<p>Develop local proposals for allocating lead workers, including consideration of existing funding and resources, in partnership with local stakeholders by December 2013. Identify whether you intend to start in first wave (April 2014) or second wave (September 2014).</p>	<p>Learning Coaches, Youth Access Workers and Pastoral Heads in schools co-ordinate existing support</p> <p>Pupil Referral Services- young people are referral for additional support and remain on school role.</p> <p>Local Proposals for allocating lead workers to discuss at key stakeholders meeting</p>	<p>Transitional planning for all young people identified with ALN (stated)</p> <p>Job uncertainty for key workers</p>	<p>Identify and arrange a meeting with all key stakeholders</p> <p>All key stakeholders present to talk about all vulnerable groups.</p> <p>Monmouthshire intends to start in the second wave September 2014.</p>	<p>Youth Engagement and Progression event held June 2014</p> <p>Agreed that the work of the Youth Engagement and Progression Implementation Plan would be responsible to the 14 – 19 Curriculum Group and the Post 16 Steering Group that meet termly</p> <p>Pre 16 - Pastoral Support Team and Youth Access workers provide the Lead Worker Function as part of the Service Level Agreement with Schools</p>

<p>Develop and agree plans for identifying and operating lead workers with Welsh Government and Careers Wales (for those in first wave) by the end of February 2014. If in second wave, proposals need to be in place by July 2014.</p>	<p>Schools are targeting those who are at risk of not achieving the level 1 threshold</p> <p>Working with Careers on plans for identification and operation of lead workers</p>	<p>Sustaining the key worker support for level 1 threshold</p> <p>To increase students attainment in level 1 and 2 to raise LA's performance indicators</p> <p>To ensure that all young people are included in the drive to raise standards</p>	<p>Monmouthshire will have proposals in place by July 2014 for a clear framework for the role and function of lead workers. This will be a function of the key stakeholders group</p>	<p>Post 16 – The Lead Worker Function is provided by the organisation that is responsible for the specific tier within the 5 tier model</p> <p>Draft proposal currently in circulation, will be signed off March 2015</p>
<p>Develop appropriate data sharing arrangements to ensure that information about young people is appropriately</p>	<p>Local Service Board has information sharing protocols in place to enable the sharing of information</p>	<p>Third sector and external agencies signing up to sharing of information protocols</p>	<p>Ensure that the current information sharing protocols are in place for all stakeholders.</p>	<p>WASPI in place currently for Post 16 Providers</p>

safeguarded and managed between delivery and support partners.			The local authority to be responsible for data sharing arrangements. Co-ordinated and monitored by the Engagement and Progression Co-ordinator	Confirmed access to date for EPC by Chief Officer for Education between Local Authority and Schools
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Stronger tracking and transitions of young people through the system				
Action	What is your Local Authority currently doing?	What are the challenges?	How are you going to take the work forward?	Progress to date
Local Authorities and schools join up school level tracking with early identification processes by September 2014.	Schools with support from local authorities run individual tracking systems	To develop the early identification tracking system Sep 2014	To have in place Local Authority Common Pupil Tracking system	Limited progress on Common Pupil Tracking System due to delay of Early Identify System. This will be in place by July 2015
Ensure that the Engagement and Progression Coordinator works	Pastoral Heads in collaboration with 14-19 Transition Worker and Careers Worker in	To enable positive progression through schools bespoke packages	Engagement and Progression Co-ordinator to meet with	EPC continues to meet with schools on a termly basis to review progress and discuss unknown status

with schools, reviews the progress being made by students on a termly basis and ensure an effective system is in place for tracking young people with an unknown status.	schools identify individuals in schools with unknown status.	of support and provision will need to be committed to by all	schools on a termly basis to review progress To have in place Local Authority Common Pupil Tracking system	Early Identification data shared with schools, tracking and monitoring systems to be in place July 2015
Ensuring provision meets the needs of young people				
Action	What is your Local Authority currently doing?	What are the challenges?	How are you going to take the work forward?	Progress to date
Produce a baseline map of education, training and re-engagement provision mapped against the Careers Wales five tier model by March 2014 and update the provision map annually.	The post 16 steering group has produced the baseline map against the Careers Wales five tier model	To ensure that information is accessible, used and updated regularly	Mapping to be loaded up to the Monmouthshire County Council website. To promote links through partner agencies, MCC website, twitter and Family Information Service.	Baseline map produced and uploaded to Monmouthshire County Council's website Promoted through local partnership forums Further promotion required via Twitter and Family Information Service

			To review and update the provision map annually	Baseline reviewed and updated December 2014.
Engage with all providers to ensure they are developing and delivering an appropriate mix and balance of provision. Page 771	Development and delivery of provision is discussed and monitored through the Monmouthshire LAN and Curriculum Group which includes all providers – training providers, Careers, Youth Service, Coleg Gwent, Schools. Learners are consulted with on an annual basis on the quality of the delivery and provision.	Curriculum fit for purpose and range of courses being offered	Continue to review provision with providers and learners	Provision is reviewed and discussed at the 14 – 19 Curriculum Meeting, the Post 16 Steering Group and Keeping in Touch Concerns regarding future provision and funding. In particular those most vulnerable including young offenders and those with specialist needs The Local Authority seeking European Funding to address these concerns working with Newport City Council, Cardiff City Council and the Vale of Glamorgan Council
Work with a range of local organisations	Post 16 Steering Group has provided feedback	To ensure that all young people	The post 16 steering group has been identified as the	Coleg Gwent live on CAP

<p>to support an effective implementation of the youth guarantee (across a number of LA's by September 2014 with a full national roll out from September 2015).</p>	<p>to Welsh Government on the Youth Guarantee</p>	<p>have access to the youth guarantee in September 2015</p>	<p>lead for the Youth Guarantee and will be rolled out in September 2014</p>	<p>Three out of four mainstream schools live on CAP</p> <p>One mainstream school and Pupil Referral Service to come on board</p> <p>Special school opted out of CAP due to large percentage of English pupils</p>
<p>engage with organisations tendering to deliver traineeships to ensure that their planned provision meets local needs by April 2014.</p>	<p>Traineeship Providers are engaged with through the Post 16 Steering Group and Keeping In Touch meetings to ensure programmes on offer are appropriate to learner and community needs</p>	<p>To enable and support young people in sustaining a traineeship.</p> <p>To offer meaningful and appropriate work placement</p>	<p>To provide bespoke programmes of support and achievement to ensure positive progression.</p>	<p>Bespoke packages are discussed and reviewed during Keeping in Touch meetings, which all training providers attend. This ensures that learner's individual needs are met and they are supported in achieving their positive progression. This is reflected within the Monmouthshire NEET figures</p>

		To raise awareness of Job Growth Wales, apprenticeships and employment opportunities with 16/17 year olds	To develop a forum for providers of traineeships to share concerns and good practice.	Pan Gwent Forum developed by Careers Wales to share good practice and concerns for all Work Based Learning Providers. One meeting called to date, further meetings requested
Analyse existing provision against need to identify gaps, unmet provision and duplication and influence providers based on this. Page 73	There was no existing mapping of provision. Through the post 16 steering group providers were able to identify gaps, unmet provision and duplication, which then gave the basis for the pre-engagement course. The Youth Service and Careers are delivering a	After attending the pre-engagement course, young people are still not ready for work-based learning or employment	To further develop pre and post engagement courses with taster work placement sessions in small focus groups	The Youth Service and Careers Wales have successfully delivered two Pre Engagement courses aimed at supporting and preparing young people for Work Based Learning The Local Authority are seeking European funding to further develop pre and post engagement courses

	pre-engagement course similar to the Youth Gateway to prepare and support young people to progress into work based learning			
Page 774 Ensure effective provision for different groups of young people.	Youth Service carried out survey with Year 8 pupils in 2012 to assess appropriate vocational qualifications for options in Year 9. The findings were compared with the LMI figures for an analysis of need and provision	Effective provision in place for LAC, ALN and GEMS young people pre and post 16	Bespoke curriculum options available to young people within the school and local community	More vocational courses and options available through schools , PRS and Youth Service
Strengthening employability skills and opportunities for employment				
Action	What is your Local Authority currently doing?	What are the challenges?	How are you going to take the work forward?	Progress to date
Take a strategic approach to workforce planning	The Monmouthshire Single Integrated Plan identifies the need and	To ensure that young people are equipped with the	To develop Youth Employability Programmes to meet the needs of Labour	Monmouthshire County Council's Youth Service and Monmouthshire Housing Association have been successful in

<p>and tackling youth employment making use of programmes where available.</p>	<p>commitment to tackle youth unemployment</p> <p>The Local authority sits on the Skills Worklessness and Young People Strategic Group as part of the South East Wales Director of Environment and Regeneration Group.</p> <p>Youth Service in partnership with Monmouthshire Housing Association delivered phase 1 and 2 of the Flexible Support Fund from DWP- Way into Work Employability Programme for 18 -24 year olds claiming JSA. Working with 77 young</p>	<p>right skills and have the confidence and commitment to enter the workforce.</p> <p>To offer meaningful and appropriate work placement</p> <p>To further develop links with SMEs in Monmouthshire and neighbouring authorities for work placement and employment opportunities.</p>	<p>Market Intelligence, reducing the number of young people claiming JSA and the number of NEETs</p> <p>To develop new initiative for employment support, training opportunities and positive progression through the Skills, Worklessness and Young People Strategic Group.</p> <p>To explore the Caerphilly County Borough Council Passport Programme Model</p> <p>To ensure young people with Jobs Without Training (JWT) are engaged and supported.</p>	<p>their third Department of Work and Pensions, Flexible Support Fund bid. Working with a target of 90 18 – 24 year old JSA claimants with 36 job outcomes from October 2014 – May 2015.</p> <p>Collaborative working with Newport, Cardiff and The Vale Local Authorities in securing invitation to business planning stage for European Funding for youth employment programmes.</p> <p>Caerphilly Passport Programme Model explored, however was not viable at present</p> <p>Awareness has been raised to engage with young people in JWT through local</p>
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	<p>people of which 42 gained employment</p> <p>Youth Service delivers the Engagement/Traineeship Programme through Torfaen Training. 19 Young people enrolled on the programme</p> <p>Youth Service co-ordinates the Monmouthshire County Council- Apprenticeship Scheme and Job Growth Wales opportunities within the council.</p> <p>The Local Authority also plays an active role on the Monmouthshire Employment and Skills Partnership has been</p>		<p>To continue to promote Jobs Growth Wales Scheme within the local authority and private sector.</p>	<p>partnership forums. Limited progress made</p> <p>Monmouthshire County Council's Youth Service offered two Jobs Growth Wales opportunities, one progressed into a Level3 Apprenticeship within the Youth Service.</p> <p>Careers Wales has provided Employability Support to both those young people within compulsory education and those 16 -24 hoping to enter the labour market, 4 of the 5 Monmouthshire Secondary Schools (including Special School) have been accredited or reaccredited with the Career Mark. 1 School working towards the Career Mark. Group Sessions delivered in schools on job search</p>
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	established over the 3 years its current priorities include e volunteering opportunities, and transport for 16+.			<p>techniques using the Skills 2 Succeed on-line learning resources. This has been very successful with those in Year 13 not wanting to move onto Higher Education.</p> <p>Co-delivery of Skills 2 Succeed with JCP to 18 -24 unemployed young people, as well as job club, duty appointments and helpline/web services.</p>
Greater accountability for better outcomes for young people				
Action	What is your Local Authority currently doing?	What are the challenges?	How are you going to take the work forward?	Progress to date
Engage bi-annually with Welsh Government.	A point of contact has been established –Youth Service Manager to engage with Welsh Government	None currently identified	To ensure that meetings are arranged and actions agreed.	EPC attended regional and national meetings with Welsh Government, actions completed as and when required
Allocate a senior leader to take overall	Senior leader is the Youth Service Manager.	To meet tasks within the	Regular focus groups with all key stakeholders	Agreed that the work of the Youth Engagement and Progression

<p>responsibility for the framework by November 2013 and Engagement and Progression Co-ordinator.</p>	<p>Engagement and Progression Co-ordinator appointed February 2014</p>	<p>allocated timescales</p>	<p>To raise awareness, engage and involve key stakeholders in the implementation of the Engagement and Progression Plan</p>	<p>Implementation Plan would be responsible to the 14 – 19 Curriculum Group and the Post 16 Steering Group</p>
<p>How will you ensure that young people have a strong influence on your plans?</p>	<p>Learners are consulted on the delivery and provision</p> <p>Learner Voice with post 16 engagement/traineeship groups</p> <p>School Councils, Youth Forums and Monmouthshire Engage to Change Group</p>	<p>Ensuring that young people feel they have influenced the implementation plan</p>	<p>To ensure that vulnerable young people are consulted with on our plans</p> <p>Hold annual feedback forums for young people to share ideas for future progress</p>	<p>Consultations planned for May 2015</p> <p>Consultation on the EPF undertaken with Engage 2 Change, Monmouthshire Youth Forum July 2014 feedback collated; analysed and therefore assisted in the implementation plan</p> <p>Further annual consultation planned for July 2015</p>

<p>Are you taking forward a consortia approach to implementation of the framework and if so how?</p>	<p>Liaising with other local authorities, consideration to varying demographics</p>	<p>To ensure that all stakeholders buy into the plan for commitment and accountability</p>	<p>Regular focus group session to review progress and report to the relevant committees and strategic groups</p>	<p>The key stakeholders have recognised the following priorities for development, these have then formed task and finish groups</p> <ul style="list-style-type: none"> • Keeping In Touch – Lead Worker Role • Tier 2 and 4 - mapping / review provisions • Learning and Employment opportunities <p>EPC attends regional EPC meetings</p>
<p>Other areas to consider</p>				
<p>Action</p>	<p>What is your Local Authority currently doing?</p>	<p>What are the challenges?</p>	<p>How are you going to take the work forward?</p>	<p>Progress to date</p>
<p>Do you have any plans to evaluate the impact of your action plan and if so how?</p>	<p>The action plan has been discussed with key stakeholders and feedback is evidenced in the plan.</p>	<p>Working the evaluations into already busy schedules</p>	<p>Termly reviews with all stakeholders on progress made; identify areas for improvement and actions for forthcoming term</p>	<p>EPC collates termly reviews and identifies areas for improvement and further actions</p>

			The Action Plan will be presented to the 14 -19 Federation Group and Post 16 Steering Group for comments	EPC presents action plan to 14 – 19 Curriculum Group and Post 16 Steering Group for comments
<p>The Welsh Government is going to be undertaking an evaluation on processes, engagement and implementation. Do you have any questions that you would like included in the WG evaluation?</p>			Learner voice – all LA's demonstrating how young people have been involved in the process	Still awaiting feedback from Welsh Government on involvement of Learner Voice
How do you intend to share learning from the implementation of the framework with other Local Authorities?	Currently are through regional Principal Youth Officers and All Wales Principal Youth Officers meetings		Through regional Youth Guarantee groups to reflect on good and bad practice and to share the challenging in implementing the framework	<p>Shared through National Principal Youth Officers Meetings</p> <p>Shared through regional EPC meetings</p>

<p>How will you ensure that the right strategic and operational leadership is in place?</p>	<p>There is already commitment from the Chief Executive in driving this forward to ensure better outcomes for young people.</p> <p>It is an agenda item on operational leadership meetings</p>		<p>Progress is given to strategic Leadership and Operational teams on a monthly basis</p>	<p>Youth Service Manager provides progress on the implementation plan at the monthly Children and Young People Senior Management Team Meetings</p>
<p>How do you intend to join up with your Local Authorities anti-poverty Champion?</p>	<p>Designated Officer and Elected Member for Anti-Poverty</p> <p>Poverty is recognised by the Local Strategic Partnership and is 'real'.</p> <p>Poverty is recognised within the Single Integrated Plan for Monmouthshire</p>	<p>Poverty is not concentrated within Monmouthshire which makes it difficult to identify and tackle.</p> <p>Not eligible for additional monies from WG so working from existing resources.</p>	<p>In addition to keeping our anti-poverty champion up to date, we will give regular feedback to LA's Equality and Diversity Group</p> <p>Take to council in near future a strategy that recognises and acknowledges Poverty exists within Monmouthshire.</p> <p>Continue to work with anti-poverty champions in the</p>	<p>Monmouthshire's Equality and Diversity Group has not met since May 2014 so there has not been an opportunity to update the group.</p> <p>The Anti-Poverty Officer Champion attends national and Gwent-wide anti-poverty networks.</p> <p>A local working party (comprised of Local Service Board partners, including the Youth Service Manager) has been established to develop a strategy</p>

	<p>Unified needs assessment has been completed and signed off by LSB and Cabinet which identifies key indicators and priorities for the county.</p>	<p>Indicators within the anti-poverty framework, low birth weights are clearly identified as higher than the welsh average in north Abergavenny.</p> <p>Working within a rural county such as Monmouthshire, smaller incidences of poverty, rural poverty difficult to identify and often sits within affluent streets.</p>	<p>Gwent settings and the Minister</p> <p>Bespoke interventions to tackle rural poverty and improve accessibility to get people back into work.</p> <p>Single Integrated Plan focuses on those identified within the plan as 'not being left behind', for example, reducing homelessness; increase affordable housing and bridging the gap in attainment between free school meal and non-free school meal pupils</p>	<p>describing what poverty in Monmouthshire looks like, outlining current activity and identifying appropriate bespoke interventions to meet the local poverty challenges.</p> <p>SIP Programme Management Board is reviewing all groups to ensure outcomes are met and all reporting to LSB quarterly on progress</p>
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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 783</p>		<p>Diagnostics are blurred at times as are averages</p> <p>The withdrawal of CF funding in one area of the county, we invested in community initiative however identified community led initiatives also come with difficulties and need to consider how to look at this in the future</p>		
<p>How will you consider the importance of Welsh language needs of young people in</p>	<p>Liaising with Welsh School in neighbouring authority</p>	<p>Ensuring enough stakeholders are able to converse and work within the welsh medium</p>	<p>To ensure access is available to young people through the medium of welsh</p>	<p>Monmouthshire County Council's Youth Service has recently employed a Welsh Language Youth Worker to support the needs of young people in implementing the framework through the medium of Welsh</p>

implementing the framework?			To liaise with MCC's Equality Officer	Regular meetings are held with MCC's Equality Officer and youth service manager sits on Monmouthshire Equality and Diversity group
How will you sustain this work beyond the implementation plan?	Sustaining through existing resources and partnership working	To ensure that all young people are included in the drive to raise standards	The process is organic and holistic meeting the needs of all young people and stakeholders	The value of the framework has been recognised by all key stakeholders and has had significant impact on creating better outcomes for young people

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Plans through to 31st March 2016

STRAND	ACTIONS TO BE TAKEN FORWARD UP TO END OF MARCH 2016	WHAT ARE YOUR CHALLENGES?
Early Identification	Establish a system and ensuring it is consistent across all schools within Monmouthshire	Reliance on Performance Management team for access to relevant portals
Brokerage	Brokerage process in place for pre and post 16 for the Lead Worker Function	Clear purpose and function

<p>Tracking</p> <p>(To include a WASPI assured ISP to be in place by the end of September 2015.)</p>	<p>WASPI in place for Keeping in Touch, further clarity to ensure all stakeholders are included under the framework</p>	<p>Organisational protocols</p>
<p>Provision</p> <p>(To include Engagement with schools and FE Colleges to raise awareness and encourage take up of the Common Application Process.)</p>	<p>To support the CAP Coordinator in fully implementing CAP with four mainstream schools and the Pupil Referral Service</p> <p>Designated staff in schools offered training and support with the CAP</p>	<p>This is a new initiative which may experience inaccuracies in its infancy.</p>
<p>Employability and Employment Opportunities</p>	<p>Development of pre-employability and employment programmes for 16 – 24 year olds.</p>	<p>Failing to secure alternative funding to sustain current provision</p>

<p>Accountability</p> <p>(To include confirmation of retention of the Engagement and Progression Co-ordinator function until at least the end of the funding period 31st March 2016.)</p>	<p>Monmouthshire County Council's Chief Executive has confirmed his commitment to retain the Engagement and Progression Coordinator Function until at least the end of the funding period 31st March 2016</p>	<p>To secure further funding to continue the role of EPC after 31st March 2016</p>

Appendix 6

Glossary of terms

ALN	Additional Learning Needs
CAP	Common Application Process
DWP	Department of Work and Pensions
EAS	Educational Achievement Service
EIS	Early Identification System
EPC	Engagement and Progression Coordinator
FSM	Free School Meals
GEMS	Gwent Ethnic Minority Service
JAF	Joint Assessment Framework
JWT	Jobs Without Training
KIT	Keeping in Touch
LA	Local Authority
LAC	Looked After Child
LSB	Local Service Board
MAM's	Multi Agency Meetings
NEET	Not in Education, Employment or Training
PRS	Pupil Referral Service
SIP	Single Integrated Plan
TAF	Team Around the Family
YEPF	Youth and Engagement Progression Framework
WASPI	Wales Accord on the Sharing of Personal Information

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REPORT

**SUBJECT: INFORMING THE FUTURE OF KEY LOCAL SERVICES –
LEISURE, EVENTS, OUTDOORS, CULTURE & YOUTH**

MEETING: Cabinet

DATE: October 2015

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

- 1.1 To propose the expansion of the review of Cultural Services to incorporate parallel and complementary services of Leisure, Events, Youth and Outdoor Learning. To develop one comprehensive framework that will provide a critical path to sustaining these important local services and creating the capacity for growth, development and increased local involvement and ownership. Additionally, to provide the capacity and dedicated resources to guide this complex and wide-ranging piece of work in readiness to meet the first of several challenging financial MTFP targets (c£400k in 16/17).

2. RECOMMENDATIONS:

- 2.1 To approve the need for one detailed and comprehensive appraisal of the options relating to providing a sustainable and viable future for Leisure, Events, Culture and Youth
- 2.2 To agree release of £60,000 worth of additional investment from the Invest to Redesign fund in order to finance the supplementary work now needed around Leisure, Events, Youth and Outdoor Learning and to create some of the capacity required internally to mobilise this significant piece of work.
- 2.3 To approve the finalization of this piece of work in readiness for commencement of the first wave of activity in 2016/17 in order to meet the c£400k budget target.

3. KEY ISSUES:

- 3.1 In 2014, cabinet approved an initial investment of £30,000 to commission Amion Consulting, to undertake a comprehensive assessment of the future options for our Cultural services. The review is due to conclude shortly and the report which is due to soon be shared, will be presented to Economy and Development Select Committee on 30 Sept (slides appended for information). The purpose of this review is to identify future delivery options and

opportunities within the overall objective of improving, sustaining and developing local services in order that they become more self-reliant and resilient. This is in keeping with the Council's clear priority to maintain locally accessible services.

- 3.2 In carrying out the work on Cultural Services it has become apparent that because museums and cultural/ tourism attractions overlap and touch so many wider services and functions, it is difficult to consider them in isolation. In view of the links and inter-dependencies at a service-wide and local level, Cultural, Events, Leisure and Youth/ Outdoor/Recreation services, run as a family of services and rely upon one another for promotion, support and optimal operation. As a collective, they help position the county as a great place in which to live, work, play and visit. They also play a significant part in place-shaping, preventing demand that would normally end up requiring intervention by costly statutory services and all make a significant contribution to the social and economic health of the county. They all however, face the same challenge of being able to run, grow and develop – at a time when the public finances which subsidise them – are most constrained.
- 3.3 In addition to this, the experiences of other local authorities which have trodden similar paths must be considered. Examples of Councils that have undertaken options appraisals and resulted in developing new operating models such as trusts, council-owned companies, trading vehicles and community co-ops, demonstrate that critical mass, achieving economies of scale and developing ways to cross-subsidise and mutually support, are critical success factors. The recent WG 'expert review' of local museum provision in Wales (2015) on the future of museums and cultural services also reinforces this key point, stating Councils and other public bodies must identify opportunities for collaboration, partnership and innovation.
- 3.4 Amion's work on cultural service highlights just how small and unsustainable the service currently is. It suggests a stand-alone pure cultural services model is highly unlikely to be viable and if we are to maintain a professional museums' service, we need to understand the wider options for innovation and collaboration. It suggests that embedding Cultural Services within a wider grouping of complementary services, and potentially within a vehicle that provides new opportunities, incentives and flexibilities, offers the most practicable way forward. A further finding points to some of the commercial opportunity that exists and advocates investing in the capacity to trade in a whole-services sense, will be a key means of sustaining local delivery.
- 3.5 Our own work – especially over the last 12 months – supports these findings and proposals. The relentless nature of current and forward budget pressures begin to render some local services, potentially unviable. Senior colleagues in Leisure, a service which, by some distance has made one of the largest contributions to the council's income performance in recent years, report that the reach of the service cannot be extended further without significant capital investment in service infrastructure and development of the current offer. The pressures are evident right across these services – from income pressures in the Youth Service and Events to a general need to be more efficient and effective across all other areas.

- 3.6 Furthermore, given some of the wider constraints and parameters governing the way we operate, the limits of income generation if not reached altogether, will soon be. Given the centrality of leisure centres, theatres, museums, local events, youth and outdoor activity and cultural attractions to defining local 'sense of place' – this is a risk we cannot afford to take and one which requires urgent and bold thinking to re-imagine the future of these services.
- 3.7 The cultural services work identifies that one such way of addressing the problem would be to establish a council-owned arms-length vehicle with parallel trading capacity. It recognizes that viability would be significantly improved and long-term prospects more certain, if other complementary local services – all of which face the same severe pressures - could be provided through the same model. Approvals are thus now sought, to broaden the scope of the review to consider the options of taking forward a new future for the collection of services outlined in this report – Cultural, Leisure, Events, Outdoor Learning and Youth – as a collective.
- 3.8 The quote to undertake this wider piece of work by Amion is £25-30k. Whilst an extension to the current contract could be sought and approved, in the interests of total transparency and openness, an exemption from Contract procedure Rules will be sought to maintain the relationship with Amion, since it is an effective one and it makes sense for business and continuity reasons, to retain their services.
- 3.8 The cost reflects that much of the raw data and evidence already exists in Leisure and Outdoor Education – albeit updating and putting in current context is required. The main focus will therefore be on pulling together all of the strands, providing an independent detailed analysis of options, devising clear recommendations and a critical time path for implementation. It is proposed that the remaining £30k is used to fund part-time secondments of the Heads of Tourism, Leisure and Culture, Economy and Enterprise and Youth for a six-month period in order to provide the dedicated time and space needed to lead this . This will provide the in-house resource required to steer the process and establish the preparation work needed to realise the first wave of financial benefits built into the MTFP starting in 16/17 with c£400k.

4. REASONS

- 4.1 The problem that needs addressing fundamentally, is that with increasingly constrained resources, new ways of working and operating have to be identified and developed to sustain important local services and functions. Work is nearing completion on the cultural services aspect of this, however it is now felt prudent that as demand for local services grows – new options and opportunities must be identified for the wider set of services.

5. RESOURCE IMPLICATIONS

- 5.1 The resource implication is £60,000 worth of investment to progress to the next stage of developing a wider review framework in which to position to the future of Leisure, Events, Culture, Outdoor Learning and Youth Services. In the first year, the ROI of this investment is the c£400k target set out on the 16/17 budget. This piece of work is fundamental in identifying the wider potential for efficiencies and effectiveness benefits in future years.
- 5.2 The wider resource implications concern the part-time secondments of 3 lead officers – the cost of which is included in the requested amount. As it is unclear at this stage how much officer time and resources will be required – any cost overruns will have to be met within the individual departmental budgets.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS

- 6.1 This work will inform the ability of the service to contribute to sustaining locally accessible services which are currently enjoyed by all cross-sections of our communities.

7. CORPORATE PARENTING/ SAFEGUARDING IMPLICATIONS

- 7.1 The services included within this report, all make a significant contribution to the wellbeing of young people. Developing a path to sustain these services and their ability to make a difference to welfare and wellbeing is critical. The Youth Service in particular, has a direct relationship with young people and as such, developing the capacity to be able to positively impact the wellbeing of future generations goes sits at the very centre of this report.

8. CONSULTEES:

Cabinet
Leadership Team
Enterprise DMT
Heads of Tourism, Leisure and Culture, Economy and Enterprise & Youth Service
Enterprise staff groups
Stakeholder groups
Economy and Development Select Committee

Results of Consultation

Incorporated as read

8. BACKGROUND PAPERS:

Future of Cultural Services Slides – Amion (exempt)

9. AUTHORS:

Kellie Beirne, Chief Officer Enterprise

10. CONTACT DETAILS:

Tel: 01633 644041

Email: kelliebeirne@monmouthshire.gov.uk

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