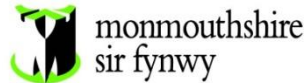


# Public Document Pack



Neuadd y Sir  
Y Rhadyr  
Brynbuga  
NP15 1GA

County Hall  
Rhadyr  
Usk  
NP15 1GA

Tuesday 22<sup>nd</sup> December 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, 6th January, 2016**, at **2.00 pm**.

## AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Consideration of reports from Select Committees To Follow
4. To consider the following reports (Copies attached):
  - i. **Annual Improvement report and Corporate Assessment** 1 - 18

Division/Wards affected: All  
Purpose: To provide Cabinet with the published Annual Improvement Report 2014-15, incorporating the Corporate Assessment.  
Author: Will McLean, Head of Policy and Engagement  
Contact details: [willmclean@monmouthshire.gov.uk](mailto:willmclean@monmouthshire.gov.uk)  
01633644582
  - ii. **Revenue and Capital Budget 2016/17- Final proposals following public consultation** 19 - 614

Division/Wards affected: All  
Purpose: To update Cabinet with the consultation responses to the budget proposals issued by them on the 7<sup>th</sup> October 2015 and 3<sup>rd</sup> December 2015 in respect of the Capital and Revenue budgets.  
Author: Joy Robson  
Contact details: [joyrobson@monmouthshire.gov.uk](mailto:joyrobson@monmouthshire.gov.uk) 01633 644270
  - iii. **Review of the authorities fees and charges proposed for inclusion within the 2016-17 budget** 615 - 630

Division/Wards affected: All  
Purpose: To review all fees and charges made for services across the Council and identify proposals for amending them in advance of the 2016/17 financial year.

Author: Mark Howcroft  
Contact details: [markhowcroft@monmouthshire.gov.uk](mailto:markhowcroft@monmouthshire.gov.uk)  
01633 644740

- iv. **ICT in Schools - Update to the Business Case** 631 - 640  
Division/Wards affected: None  
Purpose: The purpose of this report is to update cabinet on the ICT in schools business case and the number of schools signing up to the ongoing SLA agreement with the SRS.  
Author: Sian Hayward  
Contact details: [sianhayward@monmouthshire.gov.uk](mailto:sianhayward@monmouthshire.gov.uk)  
07971 893988
- v. **Consultation Report on Proposed Closure of Llanfair Kilgeddin VA CIW Primary School** 641 - 678  
Purpose: The purpose of the report is to inform the outcome of the consultation on the proposed closure of Llanfair Kilgeddin Voluntary Aided Church in Wales Primary School.  
Author: Cath Sheen  
Contact details: [cathsheen@monmouthshire.gov.uk](mailto:cathsheen@monmouthshire.gov.uk) 07595 647637
- vi. **Consultation Report on proposal to establish and additional learning needs (ALN) Facility and make an alteration to the schools capacity at Monmouth Comprehensive School** 679 - 722  
Purpose: The purpose of the report is to inform the outcome of the consultation on the proposal to establish an additional learning needs (ALN) Facility and make an alteration to the schools capacity at Monmouth Comprehensive School.  
Author: Cath Sheen  
Contact details: [cathsheen@monmouthshire.gov.uk](mailto:cathsheen@monmouthshire.gov.uk) 07595 647637
- vii. **Changing Practice, Changing Lives in Children's Services** 723 - 738  
Division/Wards affected: All  
Purpose: The purpose of this report is to obtain approval for a 3 year Service and Financial Plan for Children's Social Services which will form part of the overarching Social Care and Health transformation programme, *Changing Practice, Changing Lives*.  
Author: Claire Marchant  
Contact details: [clairemarchant@monmouthshire.gov.uk](mailto:clairemarchant@monmouthshire.gov.uk)  
01633644487
- viii. **Abergavenny Town Centre Loan -Loan Application** 739 - 756  
Division/Wards affected: Bryn-y-Cwm  
Author: Stephen Griffiths  
Contact details: [stephengriffiths@monmouthshire.gov.uk](mailto:stephengriffiths@monmouthshire.gov.uk)
- ix. **Welsh Church Fund Working Group** 757 - 768  
Division/Wards affected: All  
Purpose: The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group meeting 3 of the 2015/16 financial year held on the 19<sup>th</sup> November 2015  
Author: Dave Jarrett  
Contact details: [davejarrett@monmouthshire.gov.uk](mailto:davejarrett@monmouthshire.gov.uk)

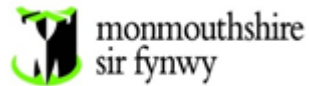
01633 644657

Yours sincerely,

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

### CABINET PORTFOLIOS

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

**MEETING: Cabinet**

**DATE: 6<sup>TH</sup> JANUARY 2016**

**DIVISION/WARDS AFFECTED: All**

**1 PURPOSE**

- 1.1 To provide Cabinet with the published Annual Improvement Report 2014-15, incorporating the Corporate Assessment.

**2. RECOMMENDATIONS**

- 2.1 That Cabinet receive the Wales Audit Office Annual Improvement Report 2014-15
- 2.2 That Cabinet consider the current position against proposals for improvement in the report and agree the future actions committed in response to the proposals.

**3. KEY ISSUES**

- 3.1 Each year, the Wales Audit Office reports on how well councils are planning improvement in delivering their services. This is published as part of an Annual Improvement Report (AIR). Since 2013 a rolling programme of corporate assessments of authorities in Wales, based on a four-year cycle has been in place. Monmouthshire received its first Corporate Assessment in March 2015 and the findings of this inspection have been incorporated into the latest Annual Improvement Report which was published in November 2015.

- 3.2 The Auditor General can make the following recommendations for areas that require improvement depending on the significance of the issue:
- Proposals for improvement
  - Make formal recommendations for improvement - to which we would need to make a formal response within 30 working days;
  - Conduct a special inspection and publish a report and make recommendations; and
  - Recommend to Ministers of the Welsh Government that they intervene in some way.
- 3.3 The headline finding of the report is “The Council demonstrates ambition in its vision, enthusiasm to deliver and commitment to working collaboratively, but this needs to be supported by a clearly joined-up strategic approach and effective delivery mechanisms.” The plan contained a number of proposals for improvement. Wales Audit Office have been invited to Cabinet and Audit Committee to present the findings.
- 3.4 Included within the report are nine new proposals for improvement which can be found on page 9 of the report (appendix 1). There were no statutory recommendations or other recommendations made. Appendix 2 sets out the action the council will take in response to these proposals. This highlights:
- The specific proposal made
  - Extracts from the report relevant to each proposal – these are not extensive or comprehensive but are intended to give a flavour of the issues behind each of the proposals made by WAO
  - The progress made since the inspection in March 2015.
  - Actions for each of the proposals that show how the authority will continue to address the issue.
- 3.5 As a result of regulatory work previously conducted by the WAO in the authority over the last few years, the council has a number of further proposals for improvement it is addressing. The progress made against these proposals was last reported to Audit Committee in December 2015. Action to address these nine new proposals will now be embedded in the council’s business processes and reporting process alongside the existing proposals to secure the improvements required. Audit Committee will have the opportunity to consider the AIR and Corporate Assessment at its next meeting in accordance with its responsibility to oversee the council’s improvement arrangements.
- 3.6 Some of the forward looking actions committed by the authority are likely to be reflected within other council strategic documents such as the council’s Improvement Plan, the Whole Authority Strategic Risk Assessment and the Medium Term



Financial Plan. Actions will be embedded in the relevant service improvement plans at a team level and will be monitored and evaluated as part of the authority's performance management framework.

- 3.7 WAO will conduct a follow-up to the Corporate Assessment from late January 2016 and as part of their ongoing annual audit work programme will follow up progress made with any previous proposals made.

#### **4. REASONS**

- 4.1 To ensure that the authority makes arrangements to secure continuous improvement in the exercise of its functions and is able to maximise its contribution to delivering the council's priorities of education of young people, support for vulnerable people; enterprise and job creation and maintaining locally accessible services.

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

- 5.1 Actions within the report are to be delivered within existing resources. Any more detailed proposals that are developed in response to this report, and which have resource requirements, will require a separate decision.

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

- 6.1 None - This report does not propose a change of policy or service delivery. Individual actions which require an explicit decision from Cabinet will require a separate Future Generations Evaluation to be completed

#### **7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

- 7.1 There are no specific implications.

**8. CONSULTEES**

Senior Leadership Team  
Cabinet

**9. BACKGROUND PAPERS:**

None

**10. REPORT AUTHOR**

Will McLean, Head of Policy and Engagement

**11. CONTACT DETAILS**

[willmclean@monmouthshire.gov.uk](mailto:willmclean@monmouthshire.gov.uk)

01633 644582

See separate Attachment or visit [www.wao.gov.uk](http://www.wao.gov.uk)



Subject area  
and evidence  
source

**Wales Audit Office Annual Improvement Report 2014-15, Incorporating the Corporate Assessment report 2015  
Summary of Proposals, Key Findings and Actions**

<p>WAO Proposal for Improvement</p>	<p><b>Engage more effectively with staff to ensure the Council's values are clearly evident across the organisation.</b></p>
<p>Key issues from WAO report</p> <p>Page 6</p>	<ul style="list-style-type: none"> <li>• The Council has clearly articulated its values</li> <li>• [These] can be seen in the way that meetings operate</li> <li>• [staff conference] attendees raised both strengths and concerns about a range of issues, some of which indicated that the Council's values are not always demonstrated in practice. These included concerns about openness, communication, decision making and how well staff perceive they are valued by the Council. Some of these concerns were repeated to us during our Corporate Assessment work. The 2014-15 staff survey showed better results with just over 50 per cent of respondents saying that they felt the 'Authority lives and breathes its corporate values of openness, fairness, flexibility and teamwork'.</li> </ul>
<p>Current Position</p>	<p>A staff survey was completed in March 2015 and the findings have been used to inform the action plan as part of the People and Organisation Development Strategy. The results of the survey show an average response of 3 out of 5 for people feeling the authority lives and breathes its corporate values.</p> <p>A Monmouthshire Minds staff group has been established as part of the people and organisational development strategy to help promote engagement in the strategy and provide a forum for staff feedback. The people and organisational development strategy was further developed following this engagement and was subsequently focussed on developing people within and outside the organisation. A key action of the strategy was the launch of "You Said: We Did" week in July 2015 which included feedback on progress made with issues and priorities and the new approach to colleague communications.</p> <p>A further staff conference was held in September 2015 to continue the engagement with staff on the future of the organisation.</p>

	Desired Result	Action	Measure or milestone	Responsible Officer	Timescale
Actions	Delivery of actions to provide support and development for people in the organisation.	Deliver the actions in the programme plan of the People and Organisation Development Strategy which brings together the many facets of people and organisational development we run. Including continuing to develop our approach to colleague communication and following up from “You said: we did” week.	Progress against the programme plan is evaluated	Head of Commercial and People Development	May 2016
WAO Proposal for improvement	<b>Improve strategic planning by:</b> <ul style="list-style-type: none"> <li>• ensuring clear links between strategies and agreed priorities; and</li> <li>• developing cohesive strategies to underpin and support robust decision making.</li> </ul>				
Page 7 Key issues from WAO report	<ul style="list-style-type: none"> <li>• The Council has a clearly articulated vision and sense of purpose that takes account of its local context, but needs to be supported by a coherent organisational strategy to drive change and deliver its ambition</li> <li>• The Council has started to strengthen its strategic planning to ensure that resources are better managed to help deliver its vision</li> <li>• The lack of cohesive strategies results in some initiatives being approved without the Council being clear about how they deliver improved outcomes.</li> <li>• The Council has a clear strategic policy around the management of assets, but in practice, assets could be managed more effectively to support delivery of strategic priorities</li> <li>• The People and Organisational Development Strategy does include links to other key strategies that will affect the shape and size of the workforce.</li> <li>• ... the People and Organisational Development Strategy does not refer, in turn, to the Asset Management Plan. In addition, the Medium Term Financial Plan itself does not reflect how assets should be best used to deliver outcomes</li> </ul>				
Current position	The council’s main key strategies to deliver the priorities consist of: <ul style="list-style-type: none"> <li>• The council’s partnership administration continuance agreement signed in March 2015 which reaffirmed the priorities of; education, the protection of vulnerable people and promoting enterprise and introduced maintaining locally accessible services as a fourth priority. The agreement set performance expectations in line with these resource priorities.</li> </ul>				

Page 8	<ul style="list-style-type: none"> <li>• Our Improvement Plan for 2015/17 reflects the performance expectations of the priorities in the partnership continuance agreement, resource pressures and mandated budget savings.</li> <li>• Each of our teams has a Service Plan that aligns to our four priorities and the outcomes we are striving to achieve and we have a range of key performance indicators so that we can keep track of our progress.</li> </ul> <p>Underpinning these is a range of “enabling” strategies – The Asset Management Plan, People Strategy, iCounty and Medium Term Financial Plan. These are key to supporting the delivery of the council’s vision, these will be reviewed, as part of their programmed reviews, to ensure they remain up to date, connected to each other and are explicit in their links to support the council’s priorities set out in key plans.</p> <p>The council’s risk register identifies the need to develop and specify the business model for the authority in the long term in order to ensure political priorities can be delivered in the future.</p>				
	Desired Result	Action	Measure or milestone	Responsible Officer	Timescale
	A sustainable business model is in place	Develop the future business model for the authority	Strategy agreed by Cabinet	Chief Executive	March 2016
Key strategies are mutually supportive and aligned to the business model	Ensure the council’s key delivery strategies (Improvement Plan, MTFP, People Strategy, Asset Management Plan and iCounty) all align to the business model.	Key deliver strategies are aligned	Head of Policy and Engagement	June 2016	

WAO Proposal for improvement	<b>Ensure that the planned revisions and changes made to ‘Check In Check Out’ deliver a clear process of assessing and improving the performance of all staff and that department, team and individual objective setting is in line with the Council’s corporate objectives.</b>
Key issues from WAO report	<ul style="list-style-type: none"> <li>• The purpose of Check in Check Out is not well understood by staff, managers or Members</li> <li>• Some managers were not aware of the target set by the Council for completion of appraisals</li> <li>• Check in Check Out does not sufficiently identify training needs to enable the Council to develop a cohesive and co-ordinated corporate training plan. As a result, the Council cannot be sure that all training meets organisational needs, that all skills gaps are being met or that overall training resources are being deployed effectively.</li> </ul>

Current position	<p>Check in, Check Out provides a value-based performance assessment approach between staff and line managers and aims to ensure employees have clear and effective understanding of their contribution to the objectives of their teams and subsequently the Council. Based on feedback received the process has been evaluated and is being further developed.</p> <p>A new section on The Hub has been created to ensure accurate recording of check-in, check-out completion along with identified development needs. This area is currently being piloted by a small cross-section of managers before roll-out to the whole organisation.</p>				
Actions	Desired Result	Action	Measure or milestone	Responsible Officer	Timescale
	Check-in, Check-out is well understood, consistently employed and informs staff development	Revise and roll out the employee performance appraisal approach (check-in, check-out) for staff	New approach launched and communicated	Head of Commercial and People Development	March 2016
Page 9	We are able to evidence that staff are receiving appraisals	Ensure robust mechanisms are available to managers to complete accurate records on Check in / Check out on the Hub and ensure ownership of these mechanisms.	Quarterly measures are available to enable monitoring of process	Head of Commercial and People Development	March 2016

WAO Proposal for improvement	<p><b>Ensure central specialist functions, such as finance and procurement, work more closely with individual service areas in identifying potential savings, the scope of savings achievable and the potential to use pooled budgets with partners.</b></p>
Key issues from WAO report	<ul style="list-style-type: none"> <li>• The Council has implemented a constructive approach to deciding where savings would be made and has improved its budget monitoring arrangements</li> <li>• To date the emphasis within the budget setting process has been on individual service areas identifying potential savings. Whilst services are very well placed to do this, we found only very limited support from central Council functions, such as finance and procurement and that corporate support is only provided on request. Unless the Council adopts a ‘holistic’ approach drawing on the wider skills within the Council it will be more difficult to address the funding gap.</li> <li>• [The] level of adoption of ideas generated by the public is very positive and demonstrates effective public engagement by a Council that is also willing to listen.</li> </ul>

	<ul style="list-style-type: none"> <li>There is some use of pooled budgets and partners recognise that sharing facilities, skills and information are of equal importance. Finding ways to involve Local Service Board members more in the Council's budget setting process and setting more collaborative and pooled budgets where appropriate will help delivery of shared outcomes.</li> </ul>				
Current position Page 10	<p>A corporate process and dedicated support has been identified to facilitate service areas to develop potential budget savings, in line with the agreed budget timelines. In October 2015 Cabinet agreed a report setting out the budget proposals that have been developed particularly focused on the next year (2016/17) for budget consultation with Members, the public and community groups. These proposals have been developed with the support of finance and other relevant council departments, including identifying any further external support where required. An extra piece of work has also been carried out on these proposals to test their feasibility and feedback given to budget holders to develop in finalising the proposals for the budget.</p> <p>Work is continuing on the need to address the longer term issue of a reducing resource base. 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, in line with the agreed budget process and submitted for scrutiny through select committees as appropriate.</p> <p>An assessment on the preparedness of services to deliver the 2015/16 budget mandates was completed in March 2015 to mitigate risks and maximise the levels of income or reductions in costs required to deliver approved savings.</p> <p>The Strategic Procurement Unit ensures its focus is on areas of more significant procurement risk. To strengthen the resilience of procurement and procurement skills base devolved officers have been identified (after an analysis of the council's third party expenditure) to sit on a corporate procurement network that comprises 10 of the council's highest spending areas. This group is then complimented by Internal Audit and a representative from Economic Development and our schools. After undertaking some core procurement training, the network now meet on a bi monthly basis to discuss key procurement issues.</p>				
Actions	Desired Result	Action	Measure or milestone	Responsible Officer	Timescales
	The authority is able to balance its budget and has an agreed medium term financial plan	Continue to provide corporate support to managers to deliver the savings, in line with agreed timescales, including the use of specialist support as required.	Percentage of mandated budget savings delivered	Head of Finance	Ongoing



WAO Proposal for improvement	<b>Adopt a more planned, risk-assessed approach to partnership and collaborative working to make better use of resources.</b>				
Key issues from WAO report	<ul style="list-style-type: none"> <li>• The Council has a strong collaborative approach to providing services and recognises that given the current financial climate and what the Council deems as the ‘social capital’ (community resource and skills) within the county, working with partners is key to sustaining services.</li> <li>• Partner organisations value the ‘can do’ approach and willingness to seek joint solutions</li> <li>• The Council’s approach to partnership activity is not documented or part of an overall strategy and is largely ‘optimistic’ rather than strategic...[This] means the Council is not always clear whether it gets what it needs from partnership working to achieve better outcomes for citizens</li> </ul>				
Page 11 Current position	<p>The council works with a variety of partners and collaboratively in a number of different ways. Progress to strengthen arrangements of existing partnership and collaborations, where required continues on an ongoing basis for example strengthening governance arrangements of our ICT Shared Resource Service (SRS).</p> <p>While some of the important corporate arrangements on partnership and collaborative working are being developed, including an agreed approach to involving volunteers and community organisations - a county that serves volunteering programme has been established that aims to support and enable volunteers in the County. Also, a community governance review has been completed and cabinet have agreed the format, a members seminar was held to discuss the suggestions in the Community Governance Review. Each Single Integrated Plan (SIP) partnership group has reviewed its memberships, Terms of Reference and governance to reflect statutory responsibilities and established an up to date action plan. A SIP performance group has been established to review partnerships delivering under the Local Service Board and SIP.</p> <p>The council is increasingly considering alternative delivery models to sustain services. Further mandates and business cases outlining the detail to address the savings targets in the latter years of the MTFP are continuing to be developed. The council’s risk register identifies the need to develop and specify the business model for the authority in the long term in order to ensure political priorities can be delivered in the future. The business model will help focus planning arrangements for any future partnership and collaborative working.</p>				
Actions	Desired Result	Action	Measures or milestones	Responsible Officer	Timescales
	A sustainable business model is in place	Develop the future business model for the authority	Strategy agreed by Cabinet	Chief Executive	March 2016
	Clarity of outcomes and arrangements when services are being	Implement a policy development and evaluation framework and timetable	Framework embedded in the policy development	Head of Policy and Engagement	June 2016

	delivered through alternative model		process of the council		
	Structures clarified and processes aligned to delivery frameworks to support community governance.	Council to consider and agree the community governance action plan endorsed by Cabinet in October 2015	Action plan adopted for further development	Head of Community Delivery	December 2015

WAO Proposal for improvement	<b>Further develop and embed performance management arrangements to allow the Council to hold partners to account and to support the Local Service Board to deliver its plans.</b>				
Page 12 Key Issues from WAO Report	<ul style="list-style-type: none"> <li>• Arrangements for holding partners to account and scrutinising their activities are improving but this remains challenging with the number of partners and delivery channels used</li> <li>• A lack of clarity about the aims and measurable anticipated improvements from collaborative projects also makes holding partners to account more difficult. We found the Council sometimes struggles to articulate what it is trying to achieve in clear terms, resulting in different understanding.</li> <li>• Revised terms of reference [for the Local Service Board] have been agreed but these are not accessible on the Local Service Board website</li> <li>• Activity to date has focussed on setting the future path for the Local Service Board and ensuring it understands the needs of the community.</li> <li>• Performance management arrangements, including specific measures and how to collect the underlying data (some of which is not collected now) are developing, and the Council anticipates the new arrangements will be in place by the end of the year.</li> <li>• The outcome of the Community Governance review, completion of detailed delivery plans (particularly for the Local Service Board and Whole Place) and strengthening the performance management and accountability arrangements, together with an adaptable outlook, mean the Council should be able to build resilience and manage its partnership activity in a more sustainable way</li> </ul>				
Current Position	<p>Each Single Integrated Plan (SIP) partnership group has reviewed its memberships, Terms of Reference and governance to reflect statutory responsibilities and established an up to date action plan. A SIP performance group has been established to review partnerships delivering under the Local Service Board and SIP. The membership of the group is multiagency and is chaired by ABHB. All partnerships have been reviewed through the SIP performance group which met monthly up until March 2015. These will resume in April 2016 to evaluate progress and impact and understand any challenges that have arisen. A set of LSB performance indicators were agreed by the LSB in April 2015. The LSB also has a priority work stream for 15/16 which is “closing the gap”.</p>				

	Select Committees have scrutinised the performance of partnership activity during 2015 - the integrated youth offer and Safer Monmouthshire partnership. As part of this scrutiny it was recognised further training will be required for members.				
	The LSB is currently transitioning to a Public Service Board (PSB) as part of the implementation of the Future generations Act.				
Page 13 Actions	Desired Result	Action	Measure or Milestones	Responsible Officer	Timescale
	Performance of partnerships delivering under the LSB and SIP is evaluated.	To develop a work programme for the next round of the SIP performance group.	Work programme established	LSB Development Manager	March 2016
	Members are aware of their responsibilities for scrutinising activity under the Public Service Board.	Hold member training sessions on scrutinising partnership activity.	Member training sessions held.	LSB Development Manager	March 2016
	Alignment of the Strategic Board of key partnership programmes across Monmouthshire with the latest legislation	Complete the transition of the Local Service Board to a Public Service Board	Public Service Board established	LSB Development Manager	April 2016

WAO Proposal for improvement	<p><b>Strengthen the governance and challenge arrangements by:</b></p> <ul style="list-style-type: none"> <li>• ensuring that minutes of meetings are signed at the next suitable meeting in accordance with the Council's constitution to improve timeliness and transparency of public reporting; and</li> <li>• reconsider the Council's policy of not formally minuting Cabinet meetings.</li> </ul>
Key Issues from WAO Report	<ul style="list-style-type: none"> <li>• The Council's website sets out information for all its public committees and it contains links to access key records such as agendas, minutes and decisions. At the time of our review, the actual information available on the website was limited and key elements were missing, highlighting weak governance arrangements.</li> <li>• There have been instances of significant delays in relation to the approval of select-committee minutes.</li> </ul>

	<ul style="list-style-type: none"> <li>Cabinet decisions are recorded, scrutinised and then made available on the Council website. Neither the Local Government Act 1972 nor the Council's Constitution require minutes of Cabinet meetings to be taken and subsequently approved as an accurate record. However, we consider the taking and approval of minutes to be good practice.</li> </ul>				
<p style="text-align: center;">Current position</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 14</p>	<p>All public meetings of the Council are live streamed on YouTube and are available to view on the council's YouTube channel at any time after the meeting, which provides greater transparency of the council's business. Staff vacancies that had led to delays have now been filled. In addition the Modern Gov system has been implemented in September 2015 which is speeding up the processes and increasing Democratic Service officer's capacity to process minutes for sign off within required timescales. <i>Modern Gov</i> has also improved the documentation of minutes, agendas and reports for meeting on the council's website making these more easily accessible for the public. Minutes of special meetings are required to be signed off at the next ordinary meeting of the committee not special meetings and this will continue.</p> <p>All cabinet meetings are live streamed, all reports are available on the council's website and the leader reads out the recommendations from each report before it is voted on. A decision-log is published on the website following each cabinet meeting detailing the decisions that have been which include any amendments made to the proposed decision. Not publishing minutes for Cabinet has been a longstanding practice of the council which has raised no issues of transparency and openness in the decision making process and the council does not have any plans to change this process for recording decisions at cabinet.</p>				
<p style="text-align: center;">Actions</p>	<p>Desired Result</p>	<p>Action</p>	<p>Milestone</p>	<p>Responsible Officer</p>	<p>Timescales</p>
	<p>Timely and transparent public reporting</p>	<p>Ensure sign off of minutes of committee meetings and carry out sample checks to provide monitoring</p>	<p>All minutes signed off at appropriate meetings</p>	<p>Local Democracy Manager</p>	<p>Ongoing</p>
	<p>More efficient processes</p>	<p>Continue to embed Modern Gov in the democratic services process</p>	<p>Modern Gov embedded</p>	<p>Local Democracy Manager</p>	<p>Ongoing</p>

WAO Proposal for improvement	<b>Develop the Council’s workforce planning arrangements by including accurate data and key management information around workforce issues and statistics, reporting regularly to Senior Leadership and Management Teams to enable effective monitoring of progress and management of these issues on an ongoing basis.</b>				
Key Issues from WAO Report	<ul style="list-style-type: none"> <li>• The Council’s People and Organisational Development strategy sets out clearly the Council’s ambitions for its staff</li> <li>• The strategy could be developed further to show how its organisational ‘shape’ will change from the Council it is now, to its future state, and what it will look like, operating with reduced finances and people.</li> <li>• There is evidence that workforce planning takes place in some service areas...but it is not consistently applied and is not conducted on a Council-wide basis</li> </ul>				
Current position	<p>The council’s strategic risk register identifies the lack of understanding at this stage of the future model of the organisation means it is difficult to develop consistent Workforce planning. As part of the developments of the business model for the authority in the long term in order to ensure political priorities can be delivered in the future, workforce planning will form an important part of this.</p> <p>Workforce information is now available on the council’s intranet via the “People Services data hub” which provides a "one-stop-shop" for information related to People Services, which covers HR, Payroll, Training and Organisational Development. This includes statistics on workforce sickness at a directorate level and ability for Managers to review their own teams sickness in the year. Work is being developed to make these reports available within the council’s employee self-service portal “my-view”.</p>				
Page 15  Actions	Desired Result	Action	Milestone	Responsible Officer	Timescales
	A sustainable business model is in place	Develop the future business model for the authority	Strategy agreed by Cabinet	Chief Executive	March 2016
	Clarity on the future shape of the workforce	Use this business model to articulate the future workforce requirements of the authority including numbers of staff and skills needed	Workforce plan developed	Head of Commercial and People Development	November 2016
	Workforce statistics are available at team level in a timely manner	Reports covering key workforce statistics available to Managers	Reports developed on “my-view” and “the hub”	Head of Commercial and People Development	May 2016
	Effective monitoring of workforce issues	Put in place arrangements to ensure systematic reporting to DMTs and Senior Leadership Team	Programmed monitoring reports established	Head of Commercial and People Development	July 2016

<p>WAO Proposal for improvement</p>	<p><b>Improve performance management arrangements by:</b></p> <ul style="list-style-type: none"> <li>• <b>ensuring planned improvements are tangible;</b></li> <li>• <b>improving target setting to better reflect desired improvement and ensuring resources are allocated to deliver Council priorities through the Medium Term Financial Plan;</b></li> <li>• <b>developing arrangements to identify intended outcomes, targets and data collection arrangements when services are being delivered through alternative models; and</b></li> <li>• <b>improving data quality arrangements to ensure that performance reporting is accurate and that decisions are made based on robust information.</b></li> </ul>
<p>Key Issues from WAO Report</p> <p>Page 16</p>	<ul style="list-style-type: none"> <li>• The Council's performance management arrangements are improving</li> <li>• There are weaknesses in setting targets and milestones... without specifying the intended outcomes, the Council is unable to make informed, robust decisions, track performance, demonstrate value for money, or evaluate whether the delivery model is delivering the intended purpose.</li> <li>• We examined [six PIs] and found that delays in data entry, lack of supporting evidence and estimated data where actual data was required cast doubt over the credibility of data produced by the Council</li> <li>• The Council has been proactive in setting up alternative models of service delivery, however, the intended outcomes of new delivery models are not always well specified.</li> </ul>
<p>Current position</p>	<p>The stage 1 Improvement Plan for 2015/17 was published in May 2015 which set the council's improvement objectives for the year. Based on previous feedback received from Wales Audit Office, alterations were made to provide clearer links between the activity in the plan and measures of success to monitor progress, performance and impact against the objectives.</p> <p>Each action area has a clearly defined timescale and milestone/measure attached. The measures included, provide two years' worth of trend performance data and set a target quantifying the expected impact of performance. This enables the Improvement Objectives to be scored based on the council's self-evaluation framework, which was further developed in the Improvement Plan 2015/17 to set defined criteria for each scoring level (Level 1 – Unsatisfactory to Level 6 – Excellent).</p> <p>The Wales Audit Office Annual Improvement Report recognises the improvements in target setting and improved links between actions and measures in the improvement plan. Further feedback identifies the need to continue to ensure this is consistent across all areas. Service targets are set in service plans in consideration of agreed priorities, demands, resources and finance and subject to challenge by Department Management Team and the Policy and Performance teams. Although strengthening the arrangements for target setting is required to further improve the robustness of target setting.</p> <p>The data quality process continues to be strengthened. Internal guidance notes on completing national and local performance indicators are produced setting clear requirements for data compilers. There is continued support from the Policy and Performance team with a specific</p>

and clearly defined role for Internal Audit to quality assure data. In 2015 all PIs received an Internal Audit control rating of *Good*. It is recognised that there is particular risk to data quality, including target setting, when developing performance data measures for new policies or initiatives that may not have been subject to data quality processes previously. These areas will be particularly targeted for policy and performance team support.

The Medium Term Financial Plan enables budget proposals to be developed based on the council's agreed vision and priorities while taking into account the likely medium term resource position of the authority.

Page 17 Actions	Desired Result	Action	Milestone	Responsible Officer	Timescales
	An improvement plan that demonstrates how the council will improve services within current resource constraints	Ensure that feedback from residents and regulators is used in developing the council's annual improvement plan.	Certificate of Compliance received alongside positive feedback from stakeholders	Head of Policy and Engagement	May 2016
	Clear and robust targets to articulate ambition and support accountability	Continue to quality assure the council's performance measurement database to ensure target changes are captured and an audit trail of changes maintained.	Audit trail of targets established	Head of Policy and Engagement	Ongoing
	Stretching, realistic and robust targets	Strengthen target setting arrangements and revise and recirculate target setting guidance	Revised target setting implemented	Head of Policy and Engagement	April 2016
	Accurate performance data	Allocate Internal Audit time appropriately to focus on the data systems underpinning data as well as the accuracy of the outputs of the data.	Internal Audit control rating on national and local performance indicator data.	Head of Policy and Engagement	May 2016
	Clarity of outcomes and arrangements when services are being delivered through alternative model	Implement a policy development and evaluation framework and timetable	Framework embedded in the policy development process of the Council	Head of Policy and Engagement	June 2016

This page is intentionally left blank





## REPORT

**SUBJECT:** Revenue and Capital Budget 2016/17– Final proposals following public consultation  
**MEETING:** Cabinet  
**DATE:** 6<sup>th</sup> January 2016  
**DIVISION/WARDS AFFECTED:** ALL

### 1. PURPOSE:

- 1.1 To update Cabinet with the consultation responses to the budget proposals issued by them on the 7<sup>th</sup> October 2015 and 3<sup>rd</sup> December 2015 in respect of the Capital and Revenue budgets.
- 1.2 To update members with implications arising from the provisional Settlement announcement of the Welsh Government.
- 1.3 To make recommendations to Council on the Capital and Revenue budgets and level of Council Tax for 2016/17.
- 1.4 To receive the Responsible Financial Officer's Prudential Indicator calculations for capital financing.
- 1.5 To receive the statutory report of the Responsible Financial Officer on the budget process and the adequacy of reserves.

### 2. RECOMMENDATIONS:

- 2.1 That Cabinet considers the responses to consultation and recommends to Council:
  - The 2016/17 revenue budget as attached in Appendix I
  - The 2016/17 to 2019/20 capital programme as attached in Appendix J1, including the revisions to the 21<sup>st</sup> century schools programme highlighted in paragraph 3.28.
  - That 4.95% increase in the Band "D" equivalent Council Tax for the County continues to be used as the planning assumption in the budget model for to apply for County purposes in 2016/17.
- 2.2 That Cabinet approves the necessary saving proposals and the release of £1.402 million from earmarked reserves to deliver the changes required and support the 2016/17 revenue and capital budget.
- 2.3 That Cabinet approves the draft response to Welsh Government on the provisional settlement.
- 2.4 That Cabinet recommends Council to dispose of assets identified in the exempt background paper at best value.
- 2.5 That Cabinet considers the Responsible Financial Officers report on the robustness of the budget process and the adequacy of reserves issued under the provisions of the Local Government Act, 2003.

- 2.6 That Cabinet adopts the Responsible Financial Officers report on Prudential Indicators.
- 2.7 That Cabinet formally notes that the Schools based budgets are currently protected at cash flat line.
- 2.8 That Cabinet approves the following:
- Further work is undertaken to develop a balanced MTFP over the 3 year period 2017/18 to 2019/20
  - Regular review of the MTFP to ensure it remains up to date

### 3. KEY ISSUES:

#### BUDGET CONSULTATION

- 3.1 Cabinet issued its budget consultation proposals on 7<sup>th</sup> October 2015 thereby allowing a period for consultation and scrutiny. These were early budget ideas and further work has been undertaken following engagement. Further engagement is taking place on the ideas proposed in the Cabinet report in December and any additional information will be taken into account in the report to Council. The MTFP and budget is also due to be discussed at the Joint Select committee on 16<sup>th</sup> December 2015 to which all members have been invited. The proposals were also considered by the Children's and Young Persons, Strong Communities, Adult Services, and Economy and Development, the Schools Budget Forum and JAG. Extracts of the draft minutes from the Committees where available are included as **Appendices A/1 to A/4, A/7 and A/9** respectively and a summary of the comments from Select committees are included at **Appendix A/5**.
- 3.2 A report on the extent of activity and response from the Monmouthshire Engages work is attached at **Appendix A/8**. The Inclusion Group and other relevant groups were also consulted on the work undertaken to assess the Equality Impact of the budget proposals.
- 3.3 As might be expected, responses to consultation varied, however there have been no strong objections made to the overall shape of the budget reduction proposals. There were however a number of comments that were received via the Select Committee meetings and other consultation meetings that are identified below. The use of social media as a mechanism for sharing information and getting feedback has increased this year with 3,213 people liking the Facebook page, 24,453 people reached through Facebook posts and 12,520 followers on Twitter. A survey was undertaken through a variety of means and a Twitter Poll. The results for each mandate is shown in the Engagement evaluation report at Appendix A/8. A large number of questions were raised via the public engagement and scrutiny process, answers have been provided and mandates updated to provide further clarity.
- 3.4 In terms of issues being raised which seek to affect the budget proposals specifically, the following items were noted::
- Not for profit service delivery model – Leisure, Tourism and Youth, there was general support for this proposal, however a great many questions have been raised such as what options were considered, learning gained from others, how the Trust will operate, how it will make savings, whether it will lead to increased prices, and what happens if it fails.

*The original proposal sought to make savings from transferring buildings into a charitable trust and thereby reducing the business rates payable. Further work has been undertaken to map out the process that needs to be undertaken and it is clear that more*

*time is needed before key decisions are taken and therefore it is proposed that only part of this saving is deliverable in 2016/17, moving £254,000 of the saving into 2017/18.*

- Community Asset transfer of buildings in Monmouthshire – there was general support for this proposal, however a concern that community groups would need help and support with taking on buildings.

*The Council will provide or facilitate whatever support it can to help community groups build the capacity and skills needed to take on assets*

- Ban on vans and trailers at household waste recycling centres – there was overall support for this at the public meetings and select committees, however the Twitter Poll result was against the proposal. There were concerns about possible increase in fly tipping, and a need to provide information and guidance on how businesses and households with trailers can dispose of waste responsibly.

*Further information will be made available to businesses and householders to ensure the saving can be delivered*

- Reduction in funding to voluntary organisations – there was no strong objection to this proposal, but some concerns from some groups such as the Access for All Forum who rely on the help and support of third sector organisations.

*The individual groups affected have been directly consulted and any mitigations to avoid significant impact will be considered.*

- Highways infrastructure income generation through advertising and more car park spaces – there was general support for this although concerns about the impact on drivers and the beauty of the landscape regarding increased roadside advertising.

*Any proposals on advertising signage on the roads will need to go through Planning where consideration of impact on the landscape can be taken into account.*

- Grounds maintenance – general support for using more wild flowers, however the select committee did not support the reduction in hedge and highway verge cutting.

*The proposal has not been altered as it is Cabinet's view that this contributes to the Council's carbon reduction commitment and there is scope for community councils to contribute to the verge maintenance service in their areas*

- Highways maintenance review – not agreed by Strong Communities Select as the reduction in highways has an impact on everyone travelling in Monmouthshire and a mixed response from the survey and public meetings.

*The proposal has not been altered as Cabinet have confirmed their commitment to their priorities, accepting that this may impact on the performance of some services such as Highways and this is consistent with the Administration's Continuation Agreement*

- Review of ALN provision – there was general support at the Select Committee for this proposal to provide alternative inclusive provision for children currently using the Deri View unit. However this was not reflected in the other engagement forums, with more disagreeing than agreeing to the proposal.

*This proposal is currently going through a statutory consultation process and therefore the saving has been reduced for 2016/17.*

- Town and Community Councils – there was general agreement with this mandate, however there were concerns about the ability of town and community councils to take over the delivery of services and there was a request for further information on what would be stopped if community councils didn't contribute

*Direct engagement with Town and Community councils is continuing and more detail is provided in the mandate. The saving has been reduced to £400k and can be achieved through Town and Community council contributions or reducing services.*

- Discretionary Fees and Charges – There was general support for this in principle at the public meetings, however select committees required further information in order to understand the impact of the increases.

*There are a small number of services where an above inflation increase can be implemented and these are captured in the annual Fees and Charges report elsewhere on this agenda.*

- 3.5 On capital account, general support was expressed about the need to invest in 21<sup>st</sup> century schools whilst recognizing that there are possible pressures to be managed. The risk on the rest of the capital programme is noted and the risks associated with the need to achieve the sale of assets at a time when market prices are less than could be achieved in the height of the property boom is also understood.

## **PROVISIONAL SETTLEMENT**

- 3.6 The provisional settlement was announced on the 9<sup>th</sup> December 2015 with the delay in the announcement being caused by the Spending review in Westminster. The overall increase in the Welsh Government budget for 2016/17 is 0.85%, and following decisions by the WG on its budget, the Local Government settlement was announced with an overall reduction across Wales of 1.4%. Social Care and Schools have been prioritized. For Monmouthshire the provisional settlement has delivered a reduction in the Authority's Aggregate External Finance (AEF) of 3.1% after taking into account transfers into the settlement. The reductions in AEF across Wales range from 0.1% in Cardiff to 4.1% in Powys. The Outcome Agreement Grant has now been included in the settlement, and is the only grant to transfer into AEF this year. When the provisional AEF is compared to the figure included in the MTFP the Authority is better off by £1.082 million. A response to WG regarding the Provisional Settlement is attached as **Appendix B1** and also included is a letter WLGA has sent on a proposal to introduce a Rural Stabilisation Grant. A table showing each authorities position resulting from the final settlement is included at **Appendix B2** to this report. Monmouthshire remains at the bottom of the table in terms of AEF per head of population.
- 3.7 The provisional settlement also only included the notifications of some specific grants at an all Wales level. 33 of the 44 grants have been announced so far and show a reduction of 5% from 2015/16. Many grant announcements are yet to be made and this position is extremely disappointing as it makes planning for next years budget even more difficult. The Single Environment Grant has been notified at an all Wales level, indicating a 6.4% reduction in the grant. This is slightly better than the 10% reduction included in the budget proposals so far. The current position on grants is included in **Appendix C**. There may also be the possibility of more specific grants going into the final settlement, but this has not yet been confirmed.

- 3.8 On capital account, the provisional settlement saw a slight reduction of £14,000 to the anticipated funding included in the capital MTFP. It is proposed that the capital reserve is used to make up this difference, rather than reduce capital budgets any further.
- 3.9 The medium term prognosis is still of concern, there are no indicative settlement figures published, even though the Spending review showed the Welsh budget with slight cash increases it is difficult to forecast how this will be distributed by Welsh Government. It is expected that future years will not see any better settlements than the 2016/17 position. The MTFP for 2017/18 onwards continues to factor in funding reductions of 4.3%, so that planning can be undertaken on a prudent basis, however this may be revised when the MTFP is updated after the 2016/17 budget is set. There is still a need to think differently about the even greater challenges of the medium term and this work and engagement will continue in the coming months.

## **CABINETS RECOMMENDATIONS TO COUNCIL**

### **REVENUE BUDGET**

- 3.10 The Cabinet budget report of 7<sup>th</sup> October 2015 identified proposals to close a £6.3 million gap. The report highlighted that £1.7million still needed to be found in the budget for 2016/17. The budget at that time included £4.3 million of pressures and £3.3 million of saving proposals. The supplementary list of proposals, which sought to revise some of the existing mandates, were identified in a report to Cabinet on 3<sup>rd</sup> December 2015 and additional pressures were identified taking the total pressures to £5.6 million. Work has continued to develop the new ideas and revise the existing savings in the light of further engagement and analysis. All the mandates are available as part of this budget report. Since that time the Authority has received its provisional settlement and the further work has been undertaken on the budget. The issues identified are outlined in the following paragraphs.

#### **Changes to Pressures**

- 3.11 The following changes have been made to the pressures included in the budget for 2016/17:
- Children's Social Services – following an analysis of the current year month 6 overspend position, an additional pressure relating to external placements and staffing costs to deal with the increased demand has been calculated as £1 million
  - The pressure in the Waste budget has increased due to the results of a contracting exercise on dry recycling, however this has been offset by a lower reduction in the Single Environment grant than expected – net increase £110k
  - The Social care fee pressure can be managed down by £200k
  - The increase to the living wage produced by the Foundation for the Living Wage has resulted in an additional pressure of £68k to ensure the Council's commitment to this can be maintained in 2016/17.
  - SWFA precept, indications are a slight increase is expected of £34k
  - Welsh Language compliance – report to Cabinet identified a pressure of £45k
  - Treasury pressure is less following the revisions to the Capital MTFP and review of expected interest rates in 2016/17

- Legal services pressure – investment of £75k is required to avoid the even greater costs of seeking external legal advice causing overspends in the Children’s social service budget. There is also a need to ensure there is sufficient capacity to make sure the service is fit for purpose in the current financial climate and in a position to provide the legal support that will be needed to support the transformational agenda that the Council is engaged in.

### **Amendments to Savings mandates**

- 3.12 B1 – Savings from an alternative service delivery model for leisure, tourism, youth and cultural services have been adjusted to reflect an up dated timeline with an anticipated go live date from April 2017. Saving reduced from £354k to £120k.
- 3.13 B4 – SRS ICT savings of £100k have been moved to 2017/18 to enable sufficient time to undertake the stages required to release a net saving to the Authority from moving to a Cloud environment
- 3.14 B5 – Community Asset transfer – the savings have increased by establishing an income generation target of £100k to be achieved from entering into a competitive process to identify suitable partners that may wish to work with the Council to optimize Council assets for community large scale events and other income generation activities.
- 3.15 B6 – Better use of developers monies £50k – this has been reprofiled as a 2017/18 saving to match potential for achieving the target.
- 3.16 B11 – Senior managers savings £225k, a further £90k has been added to this target to be achieved by further aligning organization efficiency and maintaining a focus on preserving front line delivery.
- 3.17 B18 – Strategic property review saving of £160k has been reduced by £100k following a review of the costs associated with adaptation and refurbishment of office accommodation to facilitate the consolidation of office accommodation in Usk. Further options are being considered with a view to achieving the saving in 2017/18.
- 3.18 B20 – ALN saving of £200k which related to the closure of the unit at Deri view has been reprofiled in line with the statutory consultation timescales, so the saving reduces to £50k. In addition, further savings have been identified by updating the pricing policy for providing places to other Authorities at Mouton House school. The funding formula for the school is also being updated to reflect current residential provision. Taken together these proposals are expected to deliver £550k
- 3.19 B21 – Town and Community Councils saving of £500k has been reduced by £100k following liaison with all Town and Community Councils.
- 3.20 B23 – Discretionary Fees and Charges – the original target of a 10% increase has been reviewed and further work is required to assess impact. Where increases have been possible totaling £25k on top of the 2.5% increase assumed in the budget, these have been included in the fees and charges report elsewhere on this agenda.
- 3.21 Schools – the proposal is to maintain the protection for schools at the same level of budget as 21015/16 even though the overall reduction in AEF for the Authority is 3.1%.

### **Corporate Finance**

- 3.22 **Review of Minimum Revenue Provision (MRP) Policy**

Each year the council is required to set aside an amount of revenue budget as provision to repay debt. This provision is called the Minimum Revenue Provision (MRP), and each year the Council agrees, as part of its Treasury Strategy, a policy on how this amount will be calculated. Authorities must set aside an amount they consider prudent to repay borrowing and they must have regard to the statutory guidance on this issued by Welsh Government. The guidance sets out various options for the calculation of MRP and given the financial pressures facing local government many Councils are reviewing these options again in order to reset their policies and deliver some financial benefit to their revenue budgets.

Audit Committee have scrutinise a proposed revision to this Authority's Policy for 2016/17, which principally involves changing the method used to calculate the MRP on unsupported borrowing from an equal instalment method to an Annuity method. Approval by Full Council on 17<sup>th</sup> December 2015, means that the change in policy could result in a one off cash flow benefit to the 2016/17 budget of £2.136 million. Further information is provided in the report to Full Council on 17th December 2015.

### 3.23 Updated Capital MTFP and interest rates

The updates to the Capital MTFP outlined below, in terms of the reprofiling of 21<sup>st</sup> Century schools expenditure and change in use of capital receipts together with a review of the forecast interest rates for borrowing in 2016/17 and MTFP model adjustments have resulted in a reduction in Treasury and corporate budgets of £325k.

3.24 Review of Earmarked reserves below shows that the redundancy reserve has been extinguished. A recurring theme of reducing budgets is the need to provide for redundancy costs and this needs to be included in the base budget at £450k

### Council Tax

3.25 The 4.95% increase in the Band "D" equivalent Council Tax for the County continues to be used as the planning assumption in the budget model for to apply for County purposes in 2016/17.

3.26 A summary of the budget savings proposals are identified in **Appendix E**. Detailed mandates with relevant FGEs are also available numbered B1 to B22. The summary position on the budget is now as follows:

<b>Summary Budget position 2016/17</b>	<b>£000</b>
Original Gap October 2015	6319
Savings mandates already in MTFP	-844
New mandates developed for 2016/17	-2815
Change to pressures (Appendix D)	1482
Corporate finance budget reductions	-2461
Council Tax income (new property, collection rate and CTRS reduction in demand)	-600
Provisional Settlement 3.1% reduction better than assumption of 4.3%	-1083
<b>New Balance</b>	<b>-2</b>

3.27

## CAPITAL BUDGET

3.28 The capital MTFP strategy is one which seeks to work towards a financially sustainable core capital programme without recourse to further prudential borrowing or use of capital receipts so that these resources can be directed towards the Council's priority of 21<sup>st</sup> century schools programme. The Summary Capital MTFP is shown in **Appendix J1**. The provisional settlement reduced the capital grant by £14,000, and this difference has been found from the Capital support reserve, rather than reduce any capital budgets in the programme. There remain significant pressures of a capital nature that cannot be afforded within the capital MTFP and these are outlined in **Appendix J5**. There have been no other changes to the Capital budget since it was released for consultation, however further work will be undertaken on the following issues raised:

- Disabled Facilities grants – a business case is to be prepared to establish the level of additional funding needed and whether this could be funded from revenue budgets in social care
- Area budgets – the ongoing work on community governance will look at this issue and the need for this capital budget in the future

3.29 Since the Council approved the budgets for the 21<sup>st</sup> century schools programme on 16<sup>th</sup> July 2014, considerable work has been undertaken to enable the various projects to move forward with Welsh Government funding. A subsequent report on the Pool at Monmouth, approved a budget of up to £5.168 million at Council on 25<sup>th</sup> June 2015, with £4 million funded within the 21<sup>st</sup> century schools budget, leaving an additional £1.168 to be funded by MCC. The allocation of budgets within the original £81.5 million programme (including £2 million for feasibility) plus the £1.168 million additional for the pool are now as follows:

Scheme	Council Approved	Revised budgets
Monmouth Comprehensive school	£36,900,000	£41,102,475
Additional leisure funded aspect of Monmouth Pool	£1,168,000	£1,168,000
Caldicot Comprehensive school	£31,500,000	£35,093,130
Welsh Medium Secondary schools	£5,000,000	£1,000,000
Raglan Voluntary controlled Primary	£4,700,000	£4,551,000
Primary schools	£3,400,000	£0



Virement from Dewstow School	£246,605	£0
<b>Total</b>	<b>£82,914,605</b>	<b>£82,914,605</b>

The revisions to the budgets included in **Appendix J2** as shown above need formal approval and as such has been included in recommendation 2.1 in this report. There may be a requirement for further reports on 21<sup>st</sup> century schools when further information on the tendered costs of the projects become available shortly.

- 3.30 Given the altered profile of expenditure on 21<sup>st</sup> century schools and the balance of receipts available in 2015/16, the use of receipts to fund the whole programme has been maximized in 2015/16 to reduce the impact of the cost of borrowing on the revenue budget. In addition the decision to set aside receipts to repay debt that was originally profiled in 2016/17 has been brought forward to the current year.
- 3.31 **Appendix J3**, the capital receipts summary shows the expected level of receipts and planned usage and highlights the balances available in the next couple of years. Future investment in capital schemes, particularly in 21<sup>st</sup> century schools, is dependent on future success of achieving capital receipts and there are significant risks attached to some receipts materializing. The revised receipt schedule is provided as exempt background papers to this report for Members approval as **Appendix J6**.

### THE PRUDENTIAL CODE

- 3.31 Under the Prudential Code, local authorities are required to publish Prudential Indicators produced to demonstrate that capital programmes are prudent, sustainable and affordable in the longer term. The indicators for 2016/20 are contained at **Appendix G** to this report, assuming eventual Council approval of Cabinet's budget and Council Tax recommendations.

### THE ROBUSTNESS OF PROCESS AND RESERVES

- 3.32 The level of the **general reserve** at £6.9 million is of concern being just above the minimum prudent level. The final revenue budget proposals do not include a requirement to use any of the general reserve to balance the budget in 2016/17. The total planned **earmarked reserve** utilization in support of the 2016/17 revenue budget is £1.402 million. This includes £504k planned utilization for 2016/17 in support of the capital programme. **Appendix H1** shows the call on and contributions to reserves for the 2016/17 budget and **Appendix H2** shows the reserve balances projected for 2016/17. Reserves will be reviewed again at year end such that any use or replenishment of the reserves will form part of the year end closure of accounts.
- 3.33 Total planned reserve utilization in support of current year revenue and capital budgets is £4.022 million. The forecast use of reserves in the current year, 2015/16, means that by the end of 2016-17 the Council is likely to utilise over 48% of the useable earmarked reserves brought forward from 2014-15, based on approvals to use reserves so far. Further reserve usage is anticipated before the end of the year, in particular redundancy costs in relation to Community Hubs which will need approval (£305k) and is likely to extinguish the Redundancy and Pensions reserve. Currently it is planned to introduce a redundancy budget into the base budget for 2016/17 going forward, as this is an ongoing expense for the foreseeable future. Given the forecast use of earmarked reserves, in order to ensure

adequacy of reserves for the MTFP, a change in practice has been approved by Cabinet to slow down the use of reserves and this is outlined in Appendix F.

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

### **FUTURE GENERATIONS EVALUATION/EQUALITY IMPACT ASSESSMENT (EQIA)**

- 3.36 There is a requirement placed on Local Authorities to comply with the general equality duties set out in the Equality Act 2010 and the specific equality duties such as the statutory responsibilities to assess the equality impacts of their budgetary decisions. The Equality Act 2010 places a General Duty on Monmouthshire County Council to eliminate discrimination according to nine “protected characteristics” (age, belief and non-belief, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, and sexual orientation). Also we need to comply with the Welsh Language Act 1993 and the Welsh Language Measure 2011 through which the Welsh Language Commissioner has shaped the Welsh Standards which will come into force from 30<sup>th</sup> March 2016. The Wellbeing of Future Generations Act requires public bodies to improve social, economic, environmental and cultural wellbeing, by taking action in accordance with the sustainable development principle aimed at achieving the Wellbeing Goals. The authority was an early adopter of The Act and has re-shaped its pre-decision evaluation tool to reflect the well-being goals and the principles which it sets out. Two member seminars have been held to ensure that they are aware of the requirements of The Act, this has been followed by training sessions for officers who are responsible for writing reports.
- 3.37 The Council has responded to these issues by building considerations of equality, diversity and sustainability into the planning and delivery of its 2016/17 budget. It has done this by:
- Requiring Chief Officers to undertake a Future Generation evaluation of all the original savings proposals they offered for their service area to contribute towards the Council’s overall savings target. This evaluation has since been updated to reflect the final budget proposals and individual evaluations are linked to each budget proposal. These can viewed via the attached link.
  - Undertaking a FGE of the capital budget proposals and publishing this as part of the capital budget proposals for consultation. This is attached as **Appendix L1** as the assessment has not changed since it was undertaken.
  - As part of the consultation process the Inclusion Group and other relevant Groups will continue to assess the budget proposals for 2016/17 and beyond and provide feedback to relevant service managers on any issues
  - The Council’s current lead officer on Equality has also independently scrutinised the evaluation given to each savings proposal, and challenged chief officers to consider further issues.
  - Enabling the Council’s Cabinet Members to consider initial savings proposals with the benefit of the FGEs in December 2015, and to make initial decisions based on

this information. The budget proposals reflect Cabinet's key priorities and therefore key services that support equalities – such as social care and schools

- Deciding that once the final shape of the budget is agreed by Council in January 2016, Council service areas carry out more detailed work to mitigate and manage any equalities or Future Generation issues that have been identified
- Including the FGEs as part of this report and published on the Council's website so that residents can understand the factors that went into the planning of the 2016/17 budget
- Ensuring that where proposals will be the subject of further reports it is expected that further FGEs will be undertaken at that time and where savings are being made from decisions already taken then those implementing those decisions should consider mitigating any negative impacts where necessary.

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

- 4.1 To make appropriate recommendations to Council on the revenue and capital budgets for 2016/17, and the resultant Council Tax recommended to be set for County purposes, subject to the results of the public consultation in early January.
- 4.2 To sustain the Capital programme and establish capital resources to support the 21<sup>st</sup> century schools programme by the sale of surplus assets.
- 4.3 As required by statute, to consider the Responsible Financial Officers provisional conclusions on the robustness on the budget process and the adequacy of reserves going forward.
- 4.4 To approve the Prudential Capital Indicators calculated by the Responsible Financial Officer.

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

As identified within the report and appendices.

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

#### **7. BACKGROUND PAPERS:**

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

Provisional Local Government Settlement  
The CIPFA Prudential Code for Capital Expenditure

#### **8. AUTHORS:**

Joy Robson – Head of Finance

#### **9. CONTACT DETAILS:**

Tel: 01633 644270  
Email: joyrobson@monmouthshire.gov.uk

- A/1 Minutes of Strong Communities Select Committee – 22<sup>nd</sup> October 2015
- A/2 Minutes of Adults Select Committee – 13<sup>th</sup> October 2015
- A/3 Minutes of Children and Young People Select Committee – 21<sup>st</sup> October 2015
- A/4 Minutes of Economy and Development Select committee – 4<sup>th</sup> November 2015
- A/5 Select Committee Summary
- A/6 Joint Select Committee – 16<sup>th</sup> December 2015
- A/7 Draft Minutes of Schools Budget Forum – 16<sup>th</sup> November 2015
- A/8 Report on public engagement events in November 2015
- A/9 Minutes of JAG on 26<sup>th</sup> October 2015
- B/1 Response to Welsh Government on the Provisional Settlement
- B/1a WLGA letter on Rural Stabilisation Grant
- B/2 Provisional Settlement Data
- C Specific Grants 2016/17
- D/1 Summary of Evidence Based Pressures
- D/2 Children’s social services pressure
- D/3 Social Services Care fee pressure
- D/4 Social Services Care fee pressure
- D/5 Waste management pressure
- D/6 Passenger Transport pressure
- D/7 Legal services pressure
- E Summary of Mandates 2016/17
- Detailed Mandates B1 to B22 link
- F Responsible Financial Officers Opinion
- G Prudential Indicators
- H/1 Use of reserves for Revenue Budget Purposes 2016/17
- H/2 Reserve Balances
- I Revenue Budget Summary 2016/17
- J/1 Capital Budget Summary 2016/17 to 2019/20
- J/2 Schools Capital Budget Summary 2016/17 to 2018/19
- J/3 Capital Receipts Summary
- J/4 Receipt Risk Factors
- J/5 Capital Pressures
- J/6 Exempt Capital Receipts
- L1 Future Generations evaluation on the capital programme

## **MONMOUTHSHIRE COUNTY COUNCIL**

### **Minutes of the Strong Communities Select Committee held at County Hall, Usk on Thursday 22<sup>nd</sup> October 2015 at 10.00 am**

**PRESENT:** County Councillor S.G.M. Howarth (Chairman)

County Councillors: D. Dovey, A. Easson, S. Jones, V. Smith and S. White.

**ALSO IN ATTENDANCE:**

County Councillors: P. Murphy, D. Blakebrough and B. Jones.

**OFFICERS IN ATTENDANCE:**

Kellie Beirne	Chief Officer, Enterprise
Joy Robson	Head of Finance/Section 151 Officer
Roger Hoggins	Head of Operations
Robert Tranter	Head of Legal Services & Monitor Officer
Tracey Harry	Head of Democracy and Regulatory Services
Rachel Jowitt	Head of Waste & Street Services
Nigel Leaworthy	Commercial & Operations Manager
Carl Touhig	Recycling Strategy and Business Manager
Hazel Ilett	Scrutiny Manager
Paula Harris	Democratic Services Officer

**1. APOLOGIES FOR ABSENCE**

We received apologies from County Councillor K. Williams.

**2. DECLARATIONS OF INTEREST**

None received.

**3. SCRUTINY OF THE BUDGET PROPOSALS FOR 2016/2017 RELATING TO THE REMIT OF THE STRONG COMMUNITIES SELECT COMMITTEE**

We welcomed a report from the Head of Finance 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 and to consider the 2016/17 budget within the context of the 4 year Medium Term Financial Plan.

Members were recommended to scrutinise the budget savings proposals for 2016/17 released for consultation purposes and consider what alternative proposals could be submitted by 30<sup>th</sup> November 2015.

Members were made aware that 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.

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

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the Strong Communities Select Committee held at County Hall, Usk on Thursday 22<sup>nd</sup> October 2015 at 10.00 am

the summer to refine the modelling assumptions and outline the income generation or savings proposals that will need to be considered

During discussion following the report, we noted the following points:

- A Member asked if spinal column increases had been factored in. It was advised that MCC had never historically budgeted for incremental increases, therefore not included in the budget.
- A Member questioned if this was the Committees last opportunity for scrutiny. It was advised that the final date was 30<sup>th</sup> November and if necessarily a Special meeting would be called to provide further scrutiny.

We resolved to receive the report and noted its content.

#### **SERVICE AREA BUDGET MANDATES**

We welcomed Officers who presented the budget mandates and we heard the proposals before the Committee were invited to ask questions.

During discussion the following points were noted:

##### **Mandate B2 – Rationalise the business support teams.**

- Purpose of mandate is so that select committee members are presented with relevant budget aspects, within the remit of the Strong Communities Select Committee.
- The Mandate will 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.
- 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.
- The aim is to deliver both financial and operational benefits to individual services leading to a saving of £50,000.

#### Member Scrutiny

- A Member commented that they were not familiar with staffing structure at present. An Officer explained that roles were being closely looked at, as traditional admin roles were crossing over to operational areas too.
- A Member asked if pooling business support with neighbouring authorities would be an effective way to make savings. We were told that collaborative working was being covered by other mandates, and this this specific mandate was covering areas where collaboration was not an opinion at present.
- It was commented that the report did not have sufficient information in place to allow proper scrutiny to take place at present.

The Committee resolved to support the mandate but did not feel that there was sufficient information at present.

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the Strong Communities Select Committee held at County Hall, Usk on Thursday 22<sup>nd</sup> October 2015 at 10.00 am

#### **Mandate B7 – Legal Services Review**

- It was identified that during the next financial year there was potential for income via charging for legal services provided to other organisations.
- The Legal Team were looking 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 it's spend on legal advice through reducing the need to purchase external independent legal advice whilst maximising any income generation opportunities.
- There is a 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), with further scoping of potential work required.

#### Member Scrutiny

- A Member questioned if the legal team would need to employ more staff. The Officer replied that once they were clearer on Melin's exact requirements, the staffing figures would be addressed accordingly.
- It was asked if there was a successful model in neighbouring authorities we could look to emulate. We were informed there were various business models. We were told about the trading arm created by Kent C.C. and advised that Lincolnshire and District councils had joined forces to provide public sector advice.
- It was asked if a potential market had been identified and we were advised this is at the very early stages at present.
- A concern was raised by a member that by supplying legal services that we would be taking business away from local businesses. In answer we were told that as a Council we had to be more socially entrepreneurial, employing a business-like discipline. It was felt that the type of legal advice the council would be looking to offer was currently offered by larger legal companies in Bristol and Cardiff, therefore not taking work away from local firms

The Committee agreed to support the mandate.

#### **Mandate B8 - Promoting responsible business waste management**

- The restriction of the commercial disposal of waste at Civic Amenities sites. To ensure that Household Waste Recycling Centres are used only by householders and therefore introducing a ban at the sites for vans and trailers.
- 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.

#### Member Scrutiny

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the Strong Communities Select Committee held at County Hall, Usk on Thursday 22<sup>nd</sup> October 2015 at 10.00 am

- It was clarified that when the waste was delivered to Dragon Waste, the waste became theirs, with their charge back costs being looked at.
- A Member commented that fly-tipping was on the increase.
- It was asked if MCC could have collaborative working with Newport City Council. The Officer answered that this was a possibility, with it potentially having an impact on our recycling levels.
- A member questioned improving the current basic provision offered. We were told that the current contract expires 2017, and this has not gone out to tender as yet.

The Committee agreed to support the mandate.

#### **Mandate B11 – Leadership Team Restructure**

- 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.
- 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.

#### Member Scrutiny

- The Committee were concerned that savings maybe duplicated across portfolios. The Officer answered that the posts in question were clear and that no double accounting would take place.

The Committee agreed to support the mandate.



## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the Strong Communities Select Committee held at County Hall, Usk on Thursday 22<sup>nd</sup> October 2015 at 10.00 am

#### **Mandate B12 – Second phase review of grants/subsidies to third sector discretionary bodies**

- Purpose of the mandate is 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.
- 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.

#### Member Scrutiny

- A question was raised regarding the self-reliance status of the Borough Theatre. It was advised that dialogue had taken place with the theatre advising funding cannot be maintained and advice will be given to help them with creating a self-sustainable business model.
- The Cabinet Member advised that there was a 3 year deal with CAB with 10% cut each year with a future £5,000 cut as a result of this mandate which they are managing.
- A Member commented that the ideal outcome was to help create self- sustaining organisations.

The Committee resolved to support the mandate and agree that we cannot keep subsidies ongoing.

#### **Mandate B13 - Highways Infrastructure – income generation**

The mandate advises the opportunity for 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)

#### Member Scrutiny

- A member questioned why there were no adverts on the side of the refuse lorries. The Officer advised that this was currently being explored, the priority for the advertising space will be given to local businesses.
- The order for car parking will be a county-wide order, with each town car park addressing its own different demands.

The committee resolved to support the mandate.

#### **Mandate B14 – Ground maintenance – Funding review**

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the Strong Communities Select Committee held at County Hall, Usk on Thursday 22<sup>nd</sup> October 2015 at 10.00 am

- The mandate advises the stop of purchasing bedding plants and subsequent management costs (watering etc.) and revert to using wild flower seeds for displays.
- Change to highway verge cutting regime, Continue with current verge mowing practice (2 cuts not 1).
- Safety will always remain a priority and this will be monitored and action taken as appropriate within existing resources (as now). Finally MCC has worked in partnership with Green Fingers on the Linda Vista site for many years and a strong relationship has been established. As the expansion of this partnership MCC will no longer undertake the routine maintenance of the gardens as this will be undertaken by Green Fingers. MCC will retain the strategic and commissioning role with a view to expanding and building on this partnership including the Friends of Linda Vista and other parties as appropriate. The saving is made through the release of a vacant post within the team as half a FTE post used to oversee Linda Vista.

#### Member Scrutiny

- A member questioned the difference in quality of displays throughout the County. It was advised that several seed mixes had been trialled.
- It was asked by a Member if mulching machines were used with cut grass. It was advised that the height of cut would have to be raised, and trials were currently ongoing.
- Several questions were asked regarding the 1 cut, especially on B roads, as it was felt that it made the County untidy and caused a danger regarding visibility.

The Committee agreed with the mandate introduction of wild flower planting rather than annual bedding. But the majority of the committee do not support the mandate in terms of hedge and highway verge cutting.

#### **Mandate B15 - Highways Maintenance – Review**

- The proposal is to reduce the highways section budget whilst seeking to protect basic service levels for essential safety services.
- Reduction in County Highways Operations budget by reduction in operatives (3), vehicles and materials.

#### Member Scrutiny

- Members asked if the Council had sufficient raining and asked if there were issues with Health & Safety and training. The Officer answered that for winter maintenance the staff needed specific training.
- It was questioned if the vehicle needed to be removed from the fleet or could it be used on a standby basis. We were told that less crew meant we could reduce our fleet accordingly.
- Clarification was asked for where the 30K saving would be found. The officer advised we would have physically less vehicles, whether it was hired or owned by the council, the saving would be made by not replacing vehicles.

Following a vote the majority of the Committee resolved to not support the mandate

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the Strong Communities Select Committee held at County Hall, Usk on Thursday 22<sup>nd</sup> October 2015 at 10.00 am

#### **Mandate B16 – Flexible Employment options**

- The Mandate plans 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.

#### Member Scrutiny

- A Member commented that staff were currently working above and beyond their current roles.
- An Officer commented that duplicated Committees would need to be looked at.

The committee resolved to support the mandate.

#### **Mandate B17 – Business rate evaluation**

- This is a one off saving resulting from backdated successful business rate appeals on council properties.
- 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.

#### Member Scrutiny

- A member asked if the work undertaken by Cooke and Arkwright could be taken in house. The officer answered there were no plans to do so.

The committee resolved to support the mandate.

#### **Mandate B19 - Property Services & Facilities Management review**

- This proposal is seeking to help reduce the MTFP deficit by introducing a range of efficiencies to the Property and Facility Management service.
- 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.

#### Member Scrutiny

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the Strong Communities Select Committee held at County Hall, Usk on Thursday 22<sup>nd</sup> October 2015 at 10.00 am

- A Member asked if the staff move from Innovation House to Usk was built into the in the figures in the mandate. The officer confirmed that was the case and hoped that the move would take place by 1<sup>st</sup> April 2016.
- It was clarified that Magor 1 we own and Magor 2 is leased.

The committee resolved to support the mandate.

#### **Mandate B21 - Town and Community Councils**

- 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.
- Contribution to specific services which would otherwise be cut such as community hubs, museums and street sweeping.

Member scrutiny

- It was asked if our PTU would become a stand-alone trading company. It was felt that there was not a clear divide between ourselves and Newport City Bus

The committee resolved to support the mandate.

#### **Mandate B22 – Collaboration and realigning structures in operations**

- Estimated £30k from collaboration in 16/17 and £70k from realignment of duties to reduce professional/technical salary budget within Highways section.
- Quick wins on collaboration for 2016/17 sharing posts.
- Collaboration between public bodies to share resources thereby improve efficiency, value for money etc.
- Restructuring of staff and services within the authority to reduce resources whilst retaining service provision.

Member scrutiny

- A Member commented that cluster groups need to be created so that resources were shared and considered equally.
- It was asked if Community and Town councils were being spoken to. An officer confirmed that engagement was taking place to encourage communication between councils.
- The lists needed to be circulated.

The committee resolved to support the mandate.

#### **Mandate B23 – Discretionary Fees and Charges**

## **MONMOUTHSHIRE COUNTY COUNCIL**

### **Minutes of the Strong Communities Select Committee held at County Hall, Usk on Thursday 22<sup>nd</sup> October 2015 at 10.00 am**

- Increasing fees and charges budgets by 10% rather than 2.5% included in the MTFP model, so an extra 7.5%. Consideration needs to be given to increasing customers and/or increasing charges.
- 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

#### Member scrutiny

- A Member commented that public seem happier to see fees increased rather than lose services.

It was commented that there was not enough information at present and it is difficult to say support at this time. The Chair asked for the Mandate to be revisited.

#### **4. DATE OF NEXT MEETING**

We noted future meeting of Strong Communities Select Committee as:

- Special – 24<sup>th</sup> November 2015 at 2pm (pre-meeting 1.30pm)  
Pressure Mandates – PTU and Waste

**The meeting ended at 1.35pm.**

This page is intentionally left blank

**MONMOUTHSHIRE COUNTY COUNCIL**

**Minutes of the meeting of Adults Select Committee  
held at County Hall, Usk on  
Tuesday 13<sup>th</sup> October 2015 at 10.00 a.m.**

**PRESENT:** County Councillor P. Farley (Chair)

County Councillors: R. Chapman, R. Harris, M. Hickman, P. Jones and A. Wintle.

**ALSO IN ATTENDANCE:**

County Councillor G. Burrows, Cabinet Member for Social Care, Safeguarding and Health attended the meeting by invitation of the Chairman.

County Councillor V. Smith.

**CO-OPTED MEMBERS:**

Mrs. D. Hudson  
Mr. D. Hill

**OFFICERS IN ATTENDANCE:**

Julie Boothroyd	-	Head of Adult Services
S. Welton	-	Lead Commissioner – Transformation
M. Howcroft	-	Assistant Head of Finance
A. Evans	-	Customer Relations Manager
C. York	-	Group Manager Service Development and Commissioning
N. Perry	-	Democratic Services Officer
H. Ilett	-	Scrutiny Manager

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from County Councillors P. Murphy and R. Edwards.

**2. DECLARATIONS OF INTEREST**

There were no declarations of interests made by Members.

**3. MINUTES**

The Committee resolved to confirm and sign the minutes of the meeting of Adults Select Committee held on 1<sup>st</sup> September.

**MONMOUTHSHIRE COUNTY COUNCIL****Minutes of the meeting of Adults Select Committee  
held at County Hall, Usk on  
Tuesday 13<sup>th</sup> October 2015 at 10.00 a.m.****4. TURNING THE WORLD UPSIDE DOWN****Context:**

We received a presentation from the Lead Commissioner – Transformation and the Group Manager for Service Development and Commissioning in order to update the Adults Select Committee on the process of transformational change of at home support.

**Key Issues:**

The Position Statement and Way Forward Document outlined the scale of the challenge to turn the world of at home support upside down, the efforts made to date, as well as the plan to make this a reality.

Officers were seeking the support of Adults Select Committee to:

- Change the conversation about the way at home support is offered through the independent sector;
- Build relationships with like-minded providers and start to experiment about providing at home support in a very different way under very different commissioning conditions and thereby really start Turning the World Upside Down.

**Member scrutiny:**

Members commended the Officers on an excellent presentation.

A question was raised regarding how Officers saw the integration of Health and Social Care. We heard that the presentation had recently been presented to the wider workforce, and staff had been challenged to consider how we would see our in-house provision integrate with the rest of the market. The model pushed officers to consider how we could achieve a better integrated service. It was recognised that the market was largely broken and the model would see the integration of providers.

A Member requested further information on the 21 providers who had shown interest in the model. We heard that not all of the interested providers were local and it was not expected that all would come together. It was expected there would be more than enough providers to work with. Positive conversations had been held with people and organisations who understood the model.

A Member questioned should the model be implemented would the current five main supporters be replaced by many smaller supporters. In response we heard that Officers were unable to predict what would happen but were aware that a one size fits



## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Adults Select Committee held at County Hall, Usk on Tuesday 13<sup>th</sup> October 2015 at 10.00 a.m.

all approach was not appropriate. It was explained that a metaphor of a patchwork quilt was used to describe the future arrangement.

The Cabinet Member for Social Care, Safeguarding and Health commended Officers on the transformational work and looked forward to see the future progress.

A Member raised a concern surrounding the financial problems providers were experiencing at the current time. The Lead Commissioner for Transformation explained that was the reason behind trying to change relationships. There was understanding from both sides regarding constraints and both sides would work together to find a mutually satisfactory arrangement, creating a good relationship based on trust. The Head of Adult Services noted cost of care was a huge issue but it was not thought that the new model would cost more.

#### **Recommendations:**

The report recommended that Adults Select Committee endorsed the approach to Turning the World Upside Down and review progress and the approach at regular intervals.

#### **Committee's Conclusion:**

Chair's Summary:

In conclusion the Chairman noted:

- The Committee encouraged Turning the World Upside Down to move forward.
- Members had discussed reflection and would want to follow up with scrutiny based contribution.
- Officers were asked to consider if Members could sample some of the techniques used, to get an idea of the new way of working. It was noted that the techniques may be beneficial to all Members.

## 5. DRAFT BUDGET PROPOSALS 2016/17

#### **Context:**

The Assistant Head of Finance presented the report in order to provide detailed draft proposals on the budget savings required to meet the gap between available resources and need to spend in 2016/2017, for consultation purposes.

#### **Member Scrutiny:**

**MONMOUTHSHIRE COUNTY COUNCIL**

**Minutes of the meeting of Adults Select Committee  
held at County Hall, Usk on  
Tuesday 13<sup>th</sup> October 2015 at 10.00 a.m.**

The Chairman thanked the Assistant Head of Finance for the report, and acknowledged that the other Select groups would also have the opportunity to scrutinise their areas of the report.

The Head of Adults Services explained that with regards to the £1.4 million Medium Term Financial Plan mandate signs were good from the Adults Services perspective. One area of the savings was Mardy Park Resource Centre, another being practice change. There were concerns surrounding the issue of the living wage.

A Member questioned if Monmouthshire County Council could set up its own agency in terms of the expected negative impacts surrounding the living wage. In response the Head of Adult Services explained that some other authorities were bringing more of the market share back into their organisation, and there were thoughts of how MCC could extend into that also.

The Assistant Head of Finance provided clarification regarding the living wage. We heard that the living wage was set higher than that set by the Central Government. MCC currently pay £7.65. Central Government aspirations were to move from £7.20 to £9.00 over a period of 4 years. The calculation centred round directly paid staff, and not supporting agencies.

Members expressed concerns that providers may be coming into the market and could overlap smaller organisations. The Head of Adult Services explained that there were not many big providers and the focus centred on building relationships with external partners.

**Recommendations:**

The report recommended that Adults Select Committee scrutinise the budget saving proposals for 2016/2017 released for consultation purposes and provide their response by 30<sup>th</sup> November 2015.

**Committee's Conclusion:**

Chair's Summary:

The Adults Select Committee considered the budget proposals for 2016/17 and recognised the potential for the thinking behind the "Turning the World Upside Down" project to potentially mitigate some of the future financial impact.

Members recognised that work continues within the framework that had previously been scrutinised and recognised that there were no major changes envisaged to the current direction of travel.

**MONMOUTHSHIRE COUNTY COUNCIL****Minutes of the meeting of Adults Select Committee  
held at County Hall, Usk on  
Tuesday 13<sup>th</sup> October 2015 at 10.00 a.m.**

The Committee resolved to accept and note the report.

**6. SOCIAL SERVICES ANNUAL COMPLAINTS REPORT****Context:**

We received a report from the Customer Relations manager to provide Adults Select Committee with information on the number and types of complaints, comments and compliments received and dealt with from 1 April 2014 until 31 March 2015.

**Key Issues:**

All Local Authority Social Services are required to follow the new Social Services Complaints Procedure (Wales) Regulations 2014 and The Representations Procedure (Wales) Regulations 2014.

Guidance is also issued under Section 7 of the Local Authority Social Services Act 1970. This means that local authorities must comply with it.

The report outlined that there had been 24 complaints, 71 comments and 95 compliments, several examples of each were provided.

**Members Scrutiny:**

The Chairman noted that adjustments had been made to the report to reflect suggestions at previous discussions.

It was recognised that many of the complaints and comments were centred round communication issues.

Where complaints were made regarding the administration of medication, this would be followed up with disciplinary action.

Complaints and comments were distinguished depending on how the service user wished to pursue the issue. Where people passed comment, investigations would still be carried out.

In terms of comparison with neighbouring local authorities, Monmouthshire had a low number of complaints. The Customer Relations Manager explained that regular

**MONMOUTHSHIRE COUNTY COUNCIL**

**Minutes of the meeting of Adults Select Committee  
held at County Hall, Usk on  
Tuesday 13<sup>th</sup> October 2015 at 10.00 a.m.**

meetings were held with an All Wales Complaints Group, and a report submitted to Welsh Government quarterly.

In terms of other areas of the Council, Children's Services received comments regarding the same issues. Whole Authority complaints mainly referred to communication issues.

**Recommendations:**

Members were recommended to note the contents of the report.

**Committee's Conclusion:**

Chair's Summary:

The Chairman expressed the thanks of the Committee for the report.

The Committee recognised that MCC fared well in comparison to neighbouring authorities, but it was acknowledged that there was a recurring issue surrounding communication.

The Committee recommended initial and ongoing training in terms of communication.

Overall the Committee were content and resolved to accept the report.

**7. WORK PROGRAMMING**

We noted the Adults Select Committee Work Programme. In doing so we noted that the meeting scheduled for 20<sup>th</sup> October 2015 had been cancelled.

A Member of the public had requested a meeting to discuss Adult Learning. Members felt, in light of the satisfactory Estyn outcome this was unnecessary at this time.

We noted that the next ordinary meeting would be held on Tuesday 8<sup>th</sup> December at 10.00am.

**The meeting ended at 12:50 pm.**

## MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the Special Meeting of the Children and Young People Select Committee held in the Council Chamber, County Hall, The Rhadyr, Usk on Wednesday 21<sup>st</sup> October 2015 at 2.00p.m.**

**PRESENT:** County Councillor P. Jones (Chairman)

County Councillors: P.S. Farley, R.G. Harris, S.G.M. Howarth and M. Powell.

**ALSO IN ATTENDANCE:**

County Councillors: D. Blakebrough, E. Hacket Pain and P. Murphy and V.E. Smith.

**ADDED / CO-OPTED MEMBERS:**

M. Fowler (Parent Governor Representative)  
K. Plow (Monmouthshire Association of School Governors)

**OFFICERS IN ATTENDANCE:**

S. McGuinness	-	Chief Officer, Children and Young People
K. Beirne	-	Chief Officer, Enterprise
I. Saunders	-	Head of Leisure and Culture
T. Thomas	-	Youth and Community Service Manager
J. Robson	-	Head of Finance
N. Wellington	-	Finance Manager
S. Randall Smith	-	Head of Resources and Achievement
H. Illett	-	Scrutiny Manager
S. King	-	Senior Democratic Services Officer

**1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from County Councillors P. Clarke, L. Guppy, M. Hickman and D.W.H. Jones.

**2. DECLARATIONS OF INTEREST**

County Councillor R.G. Harris declared a personal and prejudicial interest pursuant to the members' code of conduct in relation to Item 3 B20 mandate. Councillor Harris left the meeting during discussion of the mandate.

County Councillor M. Powell declared a personal interest pursuant to the members' code of conduct in relation to ALN provision at Deri View Primary School, as a School Governor.

## **Minutes of the Special Meeting of the Children and Young People Select Committee dated 21<sup>st</sup> October 2015 - continued**

Mr M. Fowler declared a personal interest in relation to ALN provision as a parent of a statemented child.

### **3. DRAFT BUDGET PROPOSALS 2016/17 FOR CONSULTATION**

We received a report from the Head of Finance in which Select Committee Members were provided with detailed draft proposals on the budget savings required to meet the gap between available resources and need to spend in 2016/17.

Report explains background for budget proposals of 2016/17 and the period of consultation runs up to end of November. Mandates are work in progress, the report provided an opportunity for members, staff and public to influence what goes in to final proposals.

Headlines identified:

- MTFP gap over £11 million over 4 years, based on assumptions and pressures in report.
- Report focuses on next years budget 2016/17 position, £3 million gap. £844,000 already identified as savings, but there are still savings.
- It's about understanding context and issues surrounding it and to welcome alternative ideas to meet the gap.

Committee scrutiny:

- Concerns were expressed that there would be less cash for schools. This was as a result of cash flat line and inflation was not in the model.

We resolved to receive the report and noted its content.

### **4. SERVICE AREA BUDGET MANDATES**

We welcomed Officers who presented the budget mandates and we heard the proposals before the Committee were invited to ask questions.

During discussion the following points were noted:

#### **i) Mandate B1 - Assess the feasibility to establish a Not for Profit Service Delivery Model**

- Purpose of mandate is so that select committee members are presented with relevant budget aspects, within the remit of the Children and Young People select committee.
- Outline problem that will be addressed through the mandate, trying to sustain access to locally significant services, this is a priority of the organisation.
- Targeted reduced services, huge scope to integrate an offer which is growing.
- There is a need for income generation and using assets to make money

## Minutes of the Special Meeting of the Children and Young People Select Committee dated 21<sup>st</sup> October 2015 - continued

- Return on investment generated by visitor economies and main part is that a lot of time spent with front line and staff are stretched beyond. Massive income targets which have been increased year on year, based on facilities and capital investment we have saturated markets. Need to change format and current restraints on way of working.
- Future options approach to bring services together in a more effective way.

### Member scrutiny:

- A member queried whether schools would be subjected to a form of charge for using leisure facilities and members were mindful that charges should not be significantly increased as to dissuade customers from using facilities. We were informed that partnerships between schools and leisure facilities had to be developed, this involved appropriate dialogue with stakeholders and ensuring correct agreements were in place.
- There was a need for market forces to be considered, this was to ensure that prices were not excessively increased to dissolve market competitiveness.
- Members were reminded that it was imperative to make a change, as there were significant risks to the services as a result of doing nothing.
- Options for alternatives were provided, which included not for profit companies, commercial opportunities, leisure and school budget combined.
- The first cohort would be undertaken and if there were successes then introduction of other services would follow.
- Clarification was requested regarding acronyms. The term 'TECKAL' was defined as not having to go through EU procurement processes for a company to delivery services.
- In response to a question regarding outdoor education, we were advised that outdoor education has undergone review, which is near to completion and would contribute to new vehicle going forward. Subsidy levels are questionable but moving forward, adult market and commercial opportunities are ones to focus on. There are very different offerings on each site, multitude of opportunities.
- Outdoor education needs to be about the mass market, and support museums, youth service etc. the services make a massive contribution in terms of wellbeing.
- We discussed the possibility of collaborative working with other authorities for outdoor sites, which included specialised activities and income generation.
- A question was raised in relation to how accountability and scrutiny would work, particularly where some areas were statutory and not discretionary. We welcomed further discussions and clarity to look at accountability and scrutiny, for example, if youth is not part of directorate but part of new company. It was important for good scrutiny and governance arrangements to be in place at the outset.

## **Minutes of the Special Meeting of the Children and Young People Select Committee dated 21<sup>st</sup> October 2015 - continued**

- Officers confirmed that it was anticipated services would become more accountable as there would be a need to prove outcomes and achievements.
- Services were well known and recognised within the authority, there were no apparent concerns of services losing identity and autonomy through change. Officers welcomed services being developed and opportunities to access resources, which would ordinarily not be available within a smaller service/organisation.

### **ii) Mandate B20 – Review of service provision for children with special education needs with the authority**

- County Councillor R. Harris left the meeting during discussion of this item.
- Process was to reform ALN provision across the authority. Two stages of ALN had been undertaken, the purpose of the mandate is for Deri View to be considered and to consult on closure of 24 place facility.
- Service provisions were considered and Deri View usage had reduced significantly.
- Reasons for closure had been supported by parents of children, with mild to moderate needs, which could be incorporated into mainstream school provision.

#### **Member scrutiny:**

- The committee wanted to be reassured that there was confidence in proposals being cost effective. In response, we were advised that the proposals were based on needs of children in Monmouthshire. ALN had not been reviewed for a number of years and there was a need to meet requirements, through improved adaptation and change.
- As part of the 21<sup>st</sup> Century Schools project, the Cabinet Member confirmed ALN facilities would be included within the four comprehensive schools. The review included regional provisions, which would ensure that provision was replicated in the North and South of the county.
- In terms of costs associated for redundancy, considerations would be given so that these were minimised as much as possible, they would be achieved through the current £300k allocated to all schools to support redundancy costs.
- The authority had a responsibility to redeploy employees where possible. The authority were charged with supporting schools and cross directorate work was a factor.
- In relation to concerns expressed regarding cost of floor space, the Chief Officer reiterated that as part of the ongoing strategic review of education, a fundamental part was looking at estate and where there are surplus. The



## **Minutes of the Special Meeting of the Children and Young People Select Committee dated 21<sup>st</sup> October 2015 - continued**

Welsh Government requirement for this aspect to be considered was also being addressed.

- The process of consultation would commence, with the needs of the children at the centre and will work with school to make transition as smooth as possible. Work would be undertaken with parents to ensure most suitable timescales were used.

### **iii) Mandate B23 – Discretionary Fees and Charges Review**

- Feedback from previous consultation with public, prefer charges to be increased than services cut. Therefore, required to look at discretionary fees and charges.
- Already 2.5% increase assumed in budget model, this increased up to 10%. Cabinet agreed income generation strategy, being more innovative but will take time for fruition.
- Schedule to mandate gives all fees and charges, as well as a target figure. Services areas will consider how this will impact and how it will be delivered.
- Flexibility for services to look within 10% increase.
- Some of the services are within remit of this Select committee.
- The Cabinet member advised that it was not anticipated for school meals to be increased by 10%. Possibility of looking at increased adult meals, or work within school meals to assist with functions so that an income stream could be generated. Welcome select committee views.

#### **Member scrutiny:**

- The Cabinet member advised that officers had provided detailed information in earlier agenda item. It was made clear that it was in mind of officers that there was a point that increased point couldn't go beyond. It is not a proposal for prices to be increased to 10%, it shows potential of what could be achieved.
- In response to a request for clarification regarding SLA arrangements between leisure and schools, we noted that these were in place with primary schools for swimming, but not for secondary.
- A member highlighted that the figures should be included and form part of public consultation. The Cabinet member confirmed that this would be considered and discussed with public and consultation/engagement sessions.
- General concern expressed by committee, that members would be strongly dismayed if cumulative effect would bring disadvantages to children and their parents.
- Chair agreed that there were specific areas which would affect children and young people.

**Minutes of the Special Meeting of the Children and Young People Select  
Committee dated 21<sup>st</sup> October 2015 - continued**

Committee's Conclusion:

Chair's Summary:

Thanks to Joy and team for production, for officers and Cabinet members.

Understand difficulty of remit, not easy to cut for income generation and budget.

Overall committee agree mandates in principle, but would like issues discussed to be considered and the effects they have on children and young people (school meals, outdoor education, activities outside schools).

Committee concern scrutiny of new models is sufficient to ensure accountability. Do not want to lose sight of outcomes and achievements in future.

Welcomed future items to be considered by the committee, strategic review of schools, Mounton House and charges.

The next meeting would be held on 2nd November 2015 at 2.00pm, items included EAS and safeguarding prior to Estyn visit.

**The meeting ended at 3.45pm.**

# MONMOUTHSHIRE COUNTY COUNCIL

## Minutes of the Meeting of Economy and Development Select Committee held at County Hall, Usk held on Wednesday 4<sup>th</sup> November 2015 at 10.00am

**PRESENT:** County Councillor S. Jones (Chairman)

County Councillors: D. Dovey, J. Prosser, A. Wintle, D. Evans, S. White and B. Hayward.

**ALSO IN ATTENDANCE:**

County Councillors: A. Easson and R Greenland

**OFFICERS IN ATTENDANCE:**

Kellie Beirne	Chief Officer, Enterprise
Joy Robson	Head of Finance/Section 151 Officer
Ian Saunders	Head of Tourism, Leisure and Culture
Ian Bakewell	Housing and Regeneration Manager
Hazel Ilett	Scrutiny Manager
Paula Harris	Democratic Services Officer

**1. APOLOGIES FOR ABSENCE**

We received apologies from County Councillor D. Edwards

**2. DECLARATIONS OF INTEREST**

None received.

**3. SCRUTINY OF THE BUDGET PROPOSALS FOR 2016/2017 RELATING TO THE REMIT OF THE ECONOMY & DEVELOPMENT SELECT COMMITTEE**

We welcomed a report from the Head of Finance 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 and to consider the 2016/17 budget within the context of the 4 year Medium Term Financial Plan.

Members were recommended to scrutinise the budget savings proposals for 2016/17 released for consultation purposes and consider what alternative proposals could be submitted by 30<sup>th</sup> November 2015.

Members were made aware that 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.

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.

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the Meeting of Economy and Development Select Committee held at County Hall, Usk held on Wednesday 4<sup>th</sup> November 2015 at 10.00am

#### Member Scrutiny

During discussion of the report, Members raised the following:

- A Member asked for a breakdown of the figure of £400, 000. The Head of Finance answered that the figure was made from a number of sources including an increased collection rate (now 98.5%), new properties and that the demand for Council Tax rate reduction had dropped.
- A Member questioned if we could quantify the impact the living wage in later years. It was answered, that in terms of Council staff we are already committed to paying the living wage so the impact would not be felt until later years when the Government has indicated it will rise to £9 per hour. It has been estimated in the MTFP an extra pressure of £58,000 in 2018/19 and another £112,000 in 2019/20. There are other impacts included in pressures, contracted out care, this has been included for next year. It was advised that this subject had been discussed in the Adults Select Committee.

Members supported the content of the report, acknowledging that the Adults Select Committee had discussed the Living Wage pressure in greater detail and that Strong Communities Select Committee had scheduled a Special Meeting to discuss 2 pressures relevant to their remit: Waste and Passenger Transport Unit.

#### **SERVICE AREA BUDGET MANDATES**

We welcomed Officers who presented the budget mandates and we heard the proposals before the Committee were invited to ask questions.

During discussion the following points were noted:

#### **Mandate B1 – Assess the feasibility to establish a Not for Profit Service Delivery Model (Tourism and Leisure)**

- 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.
- 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.
- 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.

#### Member Scrutiny

- A Member questioned that a large part of the saving was from the NNDR and asked how sustainable that was. It was explained that in the next six months would be a period for ground working the project, setting up the basic structure. The saving on domestic rates would allow officers the ability to meet a target while building the model, deciding if it should be an employee mutual or co-operative company. The intention is to take pressure off staff by rationalising buildings and saving business rates, the new model would have charitable status which would allow 80% business rate reduction.

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the Meeting of Economy and Development Select Committee held at County Hall, Usk held on Wednesday 4<sup>th</sup> November 2015 at 10.00am

- It was also questioned what the impact on the community be, would there be a reduction in service or increase in fees. It was answered that it was difficult to ascertain the impact at present, but it was felt that continuing to provide services without change would be reckless and would result in a loss of services.
- A Member questioned the reorganising CMC2. An Officer advised that that a new company structure needs to be set up to take delivery of services and that it could be possible to reformat an existing model, there are no plans to move services into CMC2.
- A Member stated that it was felt that Town and Community Councils had not been made adequately aware of the impact of the changes taking place. The Officer advised that the message they were keen to deliver was that next year, support was needed to keep services locally. The intent was not to run things globally, as each town may want to run their services differently. The aim is to remove barriers from community roles.
- It was asked by a Member if Council owned properties were being utilised to their full potential. An Officer answered that their team was looking at commercial opportunities for buildings.

The committee resolved to support the mandate.

#### **Mandate B3 – Training Service Consolidation**

- Targeted recurrent annual savings of £50,000 with effect from 1<sup>st</sup> 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.
- To consolidate the offer for existing training functions across the authority into one training service.
- 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.

#### Member Scrutiny

- A Member commented that it made sense to rationalise but was concerned about the accessibility of services to the Community. It was answered that Critical Mass would allow the Council to do this via the Community Apprentice programme.
- It was questioned if the existing Communications and Marketing teams had capacity. We were told that in 2014 money was released by Cabinet for a specialised marketing person, but we still need to invest in areas where we do not have the relevant expertise.
- A Member mentioned the high cost of training the trainers and asked if outsourcing training and becoming an enabling County, encouraging private jobs would be beneficial. An Officer replied that the Authority was not looking to make investments but trying to be more efficient by trying to reduce overheads.
- When asked by a Member how confident they were with the ideas for savings in the Mandate an Officer replied that they were not savings, but income and the ideas came from staff who had identified where opportunities for savings could be made.

The committee resolved to support the mandate.

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the Meeting of Economy and Development Select Committee held at County Hall, Usk held on Wednesday 4<sup>th</sup> November 2015 at 10.00am

#### **Mandate B4 – SRS (Shared Resources Service) Business Development Options**

- 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.
- 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.
- 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.

#### Member Scrutiny

- A Member raised concerns regarding security. It was answered that the Cloud model was tried and tested, with technology advancing all the time. There were no plans for all data to be held in the Cloud, with Operational and Enterprise information prioritised at this time.
- A Member asked where was the Cloud based, and who looks after it. It was explained that it works on the principle of mass aggregation of data, using Microsoft's model Azure as an example, the virtual service is run out of a super data centre in Dublin, with Microsoft's second data centre in The Netherlands.
- It was questioned if we owned the SRS Building. It was answered that we co-owned the brand and the identity of SRS, however the building is owned by Torfaen, bought with grant money that Torfaen was able to access.

The committee resolved to support the mandate.

#### **Mandate B5 – Community Asset Transfer**

- This budget mandate proposes the transfer of 2 council owned properties into community ownership.
- 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.

#### Member Scrutiny

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the Meeting of Economy and Development Select Committee held at County Hall, Usk held on Wednesday 4<sup>th</sup> November 2015 at 10.00am

- Assurances were sought that when assets were transferred that the County could safeguard the use of the facility. In reply we were told that when transferring assets we need to future proof them, so that we still leave opportunities available but in such a way that we do not compromise the ability of the transferee to generate their own income.
- A Member commented that helping with business plans would be fruitful as we need organisations to be sustainable long term.

The Committee agreed to support the mandate.

#### **Mandate B6 – Community Infrastructure Levy**

- £50k reduction in spend on infrastructure from 16/17, with spending replaced by S106/CIL funding streams.
- 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.
- 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

#### Member Scrutiny

- It was asked what happens to small Community Councils with large developments, what they spend the money on. It was answered that Officers were looking to get Whole Place embedded so there are frame works and priority projects in place for when the money becomes available.

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the Meeting of Economy and Development Select Committee held at County Hall, Usk held on Wednesday 4<sup>th</sup> November 2015 at 10.00am

- A Member commented on the impact of Wards who will not benefit from 15% CIL as there is no opportunity for development. An Officer replied that Town and Community Councils should be encouraged to work as Clusters.
- The committee resolved to support the mandate with further decision on CIL on the 26<sup>th</sup> November 2015.

#### **Mandate B9 – Planning Service – Income Generation**

- This Mandate proposes to increase Development Management income line by £40k (net) due to Welsh Government decision to increase mandatory planning application fees from 01/10/15
- 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. 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.

#### Member Scrutiny

- A Member raised concerns regarding the use of retrospective planning applications.
- It was mentioned that the Mandate was reliant on the housing market.
- A Member commended the work of the Planning Department.

The committee resolved to support the mandate.



## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the Meeting of Economy and Development Select Committee held at County Hall, Usk held on Wednesday 4<sup>th</sup> November 2015 at 10.00am

#### **Mandate B10 – Extension of shared lodgings housing scheme**

- The Housing (Wales) Act 2014 has created a statutory duty from 27<sup>th</sup> 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 person's 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.

#### Member Scrutiny

- Members acknowledged that recent joint scrutiny of housing by Adults Select Committee and Strong Communities Select Committee had provided answers to many questions, however, the Committee welcomed the extra income and additions to the portfolio.

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the Meeting of Economy and Development Select Committee held at County Hall, Usk held on Wednesday 4<sup>th</sup> November 2015 at 10.00am

The committee resolved to support the mandate.

#### **Mandate B18 – Strategic Property Review**

- This Mandate proposes to reduce property holding costs, maximise the use of and generation of income from the Councils property portfolio.
- 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.
- 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.

#### Member Scrutiny

- A Member commented that closer scrutiny was required as the Mandate was just a principle at present.
- A question was asked about increasing the flexibility of agile working. An Officer agreed that some areas were sensitive to agile working, but alongside the implementation of this Mandate adjustments to the policy would be made.
- It was asked by a Member if the extra staff being based at Usk would result in more Car parking spaces. In answer we were told that taking J block from Coleg Gwent comes with 50 car parking spaces being given back. Also we are looking to encourage use of lift shares, pool cars, public transport and agile working.

The committee resolved to support the mandate in principle, with closer scrutiny required.

#### **Mandate B23 – Discretionary Fees and Charges**

- Increasing fees and charges budgets by 10% rather than 2.5% included in the MTFP model, so an extra 7.5%. Consideration needs to be given to increasing customers and/or increasing charges.
- 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

#### Member scrutiny

- The Committee felt this was an excellent mandate.

The committee resolved to support the mandate.

#### **4. DATE OF NEXT MEETING**

We noted future meeting of Economy and Development Select Committee as:

## **MONMOUTHSHIRE COUNTY COUNCIL**

### **Minutes of the Meeting of Economy and Development Select Committee held at County Hall, Usk held on Wednesday 4<sup>th</sup> November 2015 at 10.00am**

- Special – 16<sup>th</sup> November 2015 at 2pm (pre-meeting 1.30pm) with Planning Committee invited.
- Economy and Development Select Committee Thursday 26<sup>th</sup> November at 10am.

**The meeting ended at 12.15pm.**

This page is intentionally left blank

## Select Committee Summary – Mandates 16/17

Number	Name	Strong Communities	Children & Young people	Economy & Development
B1	Not for profit Service Delivery Model – Leisure, Tourism & Youth		<p><b>Committee agreed to support the proposal of the mandate.</b></p> <p>The committee would like further discussion as more detail became available particularly around accountability scrutiny and governance and where we hold statutory responsibility for services. They would also like the issues to be discussed and considered with regards to the effects this would potentially have on children and young people. i.e. activities outside school.</p>	<p><b>The committee agreed to support the mandate proposal.</b></p> <p>Questions were raised about the impact on the community and whether there would be a reduction in service or an increase in fees.</p>
B2	Rationalise business support	The committee agreed to support the mandate but did not feel there was sufficient information in place to allow proper scrutiny.		
B3	Training Services consolidation			<p><b>The committee agreed to support the mandate proposal</b></p> <p>A Member commented that it made sense to rationalise but was concerned about the accessibility of services to the Community.</p> <p>A Member mentioned the high cost of training the trainers and asked if outsourcing training and becoming an enabling County, encouraging private sector jobs would be more beneficial? When asked by a Member</p>

				how confident they were with the ideas for savings in the Mandate an Officer replied that they were not savings, but income generation.
B4	SRS Business Dev			<p><b>The committee agreed to support the mandate proposal</b></p> <p>A Member raised concerns regarding security. It was answered that the Cloud model was tried and tested, with technology advancing all the time. There were no plans for all data to be held in the Cloud, with Operational and Enterprise information prioritised at this time.</p>
B5 Page 64	Community Asset Transfer			<p><b>The committee agreed to support the mandate proposal</b></p> <p>Assurances were sought that when assets were transferred that the County could safeguard the use of the facility.</p> <p>A Member commented that helping with business plans would be fruitful as we need organisations to be sustainable long term.</p>
B6	Community Infrastructure Levy			<p><b>The committee agreed to support the mandate proposal with further decision on CIL on the 26<sup>th</sup> November 2015</b></p> <p>It was asked what happens to small Community Councils with large developments, what they spend the money on. A Member commented on the impact of Wards who will not benefit from 15% CIL as there is no opportunity for development.</p>
B7	Legal Services	Committee agreed to support the proposal of the mandate.		

B8	Promoting responsible business waste	Committee agreed to support the proposal of the mandate.		
B9	Planning Services – Income Gen			<p><b>The committee agreed to support the mandate proposal.</b></p> <p>A Member raised concerns regarding the use of retrospective planning applications. It was mentioned that the Mandate was reliant on the housing market. A Member commended the work of the Planning Department.</p>
B10	Extension of shared lodging.			<p><b>The committee agreed to support the mandate proposal.</b></p> <p>Members acknowledged that recent joint scrutiny of housing by Adults Select Committee and Strong Communities Select Committee had provided answers to many questions, however, the Committee welcomed the extra income and additions to the portfolio.</p>
B11	Leadership Team structure Review	<p><b>Committee agreed to support the proposal of the mandate.</b></p> <p>The committee wanted to ensure no double counting would take place.</p>		
B12	2 <sup>nd</sup> phase – review of subsidies	<p><b>Committee agreed to support the proposal of the mandate.</b> The committee agreed that we cannot keep subsidies ongoing. The ideal outcome was to help create self-sustaining organisations.</p>		
B13	Highways infrastructure	Committee agreed to support the proposal of the mandate.		

	<b>income generation.</b>	Question was asked regarding if we could explore advertising on the side of refuse lorries.		
<b>B14</b>	<b>Grounds funding review</b>	<b>Committee agreed with the mandate proposal with regards to wild flower planting rather than annual bedding. But the majority of the committee do not support the mandate in terms of hedge and highway verge cutting.</b>		
<b>B15</b>	<b>Highways maintenance review</b>	<b>Following a vote the majority of the committee resolved not to support the proposal of the mandate.</b>		
<b>B16</b>	<b>Flexible Employment Options.</b>	<b>Committee agreed to support the proposal of the mandate.</b>		
<b>B17</b>	<b>Business Rates Evaluation appeals</b>	<b>Committee agreed to support the proposal of the mandate.</b>		
<b>B18</b>	<b>Strategic Property Review</b>			<b>The committee agreed to support the mandate in principle, with closer scrutiny required.</b> A Member commented that closer scrutiny was required as the Mandate was just a principle at present. A question was asked about increasing the flexibility of agile working. It was asked by a Member if the extra staff being based at Usk would result in more Car parking spaces.
<b>B19</b>	<b>Property Services &amp; Facilities review</b>	<b>Committee agreed to support the proposal of the mandate.</b>		
<b>B20</b>	<b>Service provision ALN</b>		<b>Committee agreed to support the proposal of the mandate.</b>	
<b>B21</b>	<b>Town and</b>	<b>Committee agreed to support the</b>		



	<b>community Council</b>	<b>proposal of the mandate.</b> However requested further information on what would be stopped if community councils didn't contribute.		
<b>B22</b>	<b>Collaboration and realigning structures in Operations.</b>	<b>Committee agreed to support the proposal of the mandate.</b>		
<b>B23</b>	<b>Discretionary fees and income</b>	<b>The chair asked for the mandate to be revisited. They felt there was not enough information at present and that is was difficult to support the proposal without further information.</b>	<b>Committee agreed to support the proposal of the mandate.</b> They would also like the issues to be discussed and considered with regards to the effects this would potentially have on children and young people i.e school meals.	<b>The committee agreed to support the mandate.</b> The Committee felt this was an excellent mandate.
<b>Adults Select</b>	<b>No current mandates proposed for 16/17 for direct delivery by Adults Services. All members of Adults Select Committee to scrutinise the budget savings proposals for 2016/2017 and provide their response by 30th November 2015 to Claire Robins.</b>			
<b>Final Mandate Select</b>	<b>16<sup>th</sup> December 2015 – Joint Select to review all revised mandates and receive copies of all updated mandates following full engagement and consultation with communities, staff and members in line with engagement and consultation plan for 2016/17 mandates.</b>			

This page is intentionally left blank

**Appendix A7**

**Monmouthshire County Council**

**Directorate of Children and Young People**

**Schools Budget Forum Meeting Minutes**

**Draft Minutes of the Meeting held on Thursday the 16<sup>th</sup> November 2015**

**4.30 p.m. Usk**

**Present:**

**Messrs:** Paul Wilding, Steve Hughes, Mr S. McLester, Mr J. Standerwick

**Mesdames:** Mrs B. Randall, Mrs J. Wilkie, Mrs M. Harris, Cllr E. Hacket Pain, Mrs A. Holloway, Mrs M. Powell, Mrs N. Sutherland, Mrs A. Waters, Mrs S. Gwyer-Roberts.

**Advisors:** Mr A. Evans, Ms T. Crane, Miss H. Barnard

**Other people in attendance.**

Cllr P. Murphy, Cllr P. Fox

**1. To receive a presentation on Budget proposals.**

Cllr P. Fox began with a summary of budget pressures stating £6.3 million for 16/17 and a further £11 million pressure over the next 4 years. The first public meeting was taking place tonight after the forum. The budget will be set after the Welsh Government evaluation of the comprehensive spending review.

Cllr P. Murphy delivered the presentation on budget proposals, highlighting the comparison per head on the funding with MCC receiving the least. Also noting we are way ahead of other authorities managing to do 'more' with 'less', expressing this will only go so far and if the savings are not made in the priority areas then services may close.

Cllr P. Fox summarised the current mandates for MCC. It was noted that a consultation process is underway to review the current funding arrangements of the Deri View Learning Resource Base.

Cllr P. Fox emphasised the needs of the learner were paramount therefore each child will be provided for. There is a need to do things in a different way, highlighting £920k overspend this year on children's services i.e. placements. Also stated if the current mandates are realised, there will still be a gap of £1.7million.

Mrs S. Gwyer-Roberts thanked Cllr P. Fox and Cllr P. Murphy for their input and delivery of presentation.

Mrs S. Gwyer-Roberts requested input from all members:-

Secondary governors' feedback:

Mr S. McLester suggested looking at services that cross the boundaries, questioning how we can look at this and how fast we can look at this, expressing the need of more support from the authority to do so.

Cllr P. Fox understood and questioned how to redesign services and how to move to more collaborative services. The suggestions were very welcomed and would like to be on the journey to keep a sustainable education service in the current climate.

Mr P. Wilding explained maintaining standards in schools close to the English border creates pressures which emphasises the importance of having good education unless pupils will be lost to those schools over the border.

Mr S. McLester stated there needs to be a balance, which requires ideas and cluster working. Need to avoid reinventing the wheel but not having same outcomes over the 4 clusters.

Mrs S. Gwyer-Roberts noted rationalisation of ICT and maintenance service - budgets with these services could be rationalised. Explained some clusters are operating more effectively than others and this requires open discussion to build on good models. Combining classes is very difficult i.e. in key stages. Happy to work with the cluster heads to work towards this.

Mrs M. Powell stated it was difficult with the size of MCC to amalgamate, maybe some areas i.e. languages could be amalgamated and/or taught online.

Mrs S. Gwyer-Roberts explained Spanish has previously been delivered through video conferencing – this didn't work as the course has to be delivered in person for learning language. Although amalgamation could be done for other topics. There are also impacts to consider.

Mrs A. Holloway stated that within ALN the pressure on staff becoming considerably tight.

Cllr P. Fox questioned the scope for federating? Are there opportunities – general feel for moving the debate on?

Mrs A. Holloway was uncomfortable with this, giving an example with the biggest primary school, that the Head Teacher's out of school time is significant. If we opt down the federation route who is going to do the high level meetings across the federation?

Mrs M. Harris explained cannot federate if you are a church school. Deri View became an alliance and found the time out of school for the Head Teacher was not acceptable. The Alliance was abandoned.

Mr S. Hughes explained the opportunity to utilise Mounton House for out of county placement ASD pupils to be educated in the school. Mounton House could be a big income generator again (as it was before). The future of Mounton House has been an ongoing issue.

Primary Headteacher feedback:

Mrs A. Waters stated many schools already cut to the bone with staff and doesn't see federations as savings in a primary school. We need to raise standards.

Mrs N. Sutherland noted we are compromising and also working hard and collaborating – this incurs costs by having to release staff to attend meetings.

Mr S. McLester stated the need to be led by improvements for outcomes for young people not cost.

Mr J. Standwerwick was in supports Mr S. Hughes from Mounton House, suggesting to maybe look at longer term costs. The EAS business model consortium is another management level over and above our school and county management level. There is a lot of cost and their mode of business is to find problems, criticize and generate more business. This has to be looked at, too many external people costing the education system money.

Mrs A. Holloway stated there have been significant improvements from the EAS service.

Cllr P. Fox explained a school improvement services was now non-existent within the Local Authority, as it is now for the EAS to provide this challenge to schools. The EAS have played a fundamental part of the improvements in schools.

Mrs S. Gwyer-Roberts agreed Mr J. Standerwick made a valid point in looking at value for money.

Mrs B. Randall explained that the Pupil Referral service role is about building capacity within schools.

Cllr E. Hackett Pain acknowledged this as a worthwhile debate and discussion. Within a cluster model there is more work that can be done in this area and needs someone to drive this forward. With regard to Federations, although not favourable, it is fit for purpose, although we need to establish where the saving would be with it. Would like a different approach to looking at Mounton House, stating also that the EAS is still evolving. Once Estyn inspection is complete, would like to undertake the strategic review of education, which will be a working group.

Mrs S. Gwyer-Roberts expressed the need to consider the type of people on these working groups.

Cllr P. Fox again thanked the members for the time given and offered to return to start deeper conversations.

Mrs S. Gwyer-Roberts wished Cllr P. Fox well with the Estyn inspection.

**2. To receive and agree consent for apologies**

Apologies for absence were received and consent accepted for Mrs S. McGuinness, Mr S. King, Cllr P. Clarke, Mr M. McCormick (Mr S. Hughes sent as a substitute), Mr J. Piper, Mr S. Linton, Mrs N. Wellington.

**3. To approve the minutes of the meeting held on the 17<sup>th</sup> September 2015, draft copy attached.**

The minutes were approved and signed as a true copy.

**4. Matters arising.**

Gwent Music – Mr A. Evans shared the individual levels of subsidy by school. It was noted that 16/17 was the third year of three where the service had been tasked to make £50k efficiencies, and that they had worked extremely hard with the Local Authority to date in order to make the required savings. In order to maintain the same level of service in 16/17, however, there were two options for the Forum to consider: we top slice the ISB and passport the £44k directly to Gwent Music; or schools to pass that level of cost onto parents.

This was debated and Mrs M. Harris explained that a high percentage of Deri View parents could never fund this if the charges were passed on.

Mr A. Evans explained that for the current level of subsidy to continue there would be an impact on other areas of the formula in order to compensate.

Mrs A. Waters stated it will be down to priority at individual school level.

Mr P. Wilding and Mr S. McLester both noted that unless we top slice, the future of the music service will be threatened.

The Forum therefore agreed to top slice so that schools would retain their level of subsidy.

**5. To receive consultation responses for proposed formula changes.**

Mr A. Evans informed members that only 9 replies were received.

Funding of teaching staff - all of those who responded were in favour. The forum therefore agreed for this element to be taken through the political process for approval and implementation.

Top up element for primaries – all of those who responded were in favour. The forum therefore agreed for this element to be taken through the political process for approval and implementation.

Funding of free school meals at primary school level – 8 responses yes – 1 no. Misunderstood the consultation and thought the FSM was being removed completely. Mr A. Evans explained that the matter had been clarified with the governing body concerned and it was noted that the governing body would have reversed its response if it had fully understood the proposal from the outset. The forum therefore agreed for this element to be taken through the political process for approval and implementation.

Mrs S. Gwyer-Roberts requested that we add an agenda item to a future meeting to discuss how we engage others in order to get a higher rate of response to consultation in future.

**6. Proposed changes to formula change for Mounton House – permission to consult.**

Mr A. Evans explained that Mounton House school has capacity to host 42 residential places – historically funding the school at that level. Proposal to fund on actual number of places, with a saving of £250k per annum. CYP Finance have already opened discussions with the school with regard to finding these efficiencies. Permission from the forum was requested in order to consult on this.

Mr S. Hughes explained that this is a dramatic cut to the school budget, impact on the ability of the school to retain its residential capability.

Cllr E. Hacket Pain explained how the ALN review had started and how it was developing.

Mr P. Wilding said that ALN needs to be reviewed as a whole.

Cllr E. Hacket Pain explained that this is stage 3 of the overall review.

The forum agreed to give permission to consult.

**7. Quarter 2 financial update.**

Mr A. Evans gave an update on the Q2 position for schools and central CYP. It was noted that the central CYP budgets were forecasted to be overspent by £197k but that the directorate was working extremely hard to close that gap by exploiting any options for efficiencies to be made. This was an improvement on the Q1 forecast of £77k and the directorate had been tasked with formulating a recovery plan to balance its budget by year end.

Members were reminded that, at the beginning of the 15-16 financial year, collective balances for all schools stood at £1,140k, and the number of schools in deficit had reduced to 5. The Q2 forecast indicated that collective balances are to reduce to £683k, this is an improvement of £105k to Q1, but that the number of schools predicting to be in deficit at year-end has risen to 6.

**8. AOB**

Mr S. McLester highlighted the pressure that Monmouth School were facing in 16/17 and beyond.

Mrs A. Holloway gave apologies for January meeting.

9. **Date of next meeting** – 14<sup>th</sup> January 2016  
17<sup>th</sup> March 2016  
16<sup>th</sup> June 2016

**All at 4.30pm and all in Magor.**

The meeting came to a close at 6.30pm.



## **Appendix A/8**

# **Monmouthshire Engages Budget 16/17 Evaluation Report**

**Rhian Cook**

**Engagement and Communication Officer**

## **Background**

Monmouthshire County Council faces its biggest challenge date, to reduce costs and make savings, needing to make savings of £6,319 million. During the summer months officers across the authority have been working to identify options to address this challenge. The 23 mandate proposals were taken to Cabinet on October 7<sup>th</sup> and agreed by Cabinet this marked the start of the consultation process.

## **Monmouthshire Engages Budget 16/17 Consultation**

Our brief was to produce a suite of communications and engagement mechanisms to attract members of the community to our engagement events and empower people to share their thoughts and feelings on how we are planning to deal with the financial challenges.

### **How did we do this?**

We created opportunities for communities to become informed so that they were able to participate and engage with us at a level appropriate for them. Our mechanisms allowed people to receive as much or as little information as they felt necessary.

These included:

- Website Info: All 23 mandates and Future Generation (including Equality Impact) Assessment for each
- Drop in sessions with targeted groups e.g. Leisure Centre visitors
- Open meetings in our five towns
- Streaming a public meeting on our You Tube Channel.
- Targeted Access for All Meeting
- Additional Learning Needs sessions: teachers, governors and parents
- Drop in sessions in our communities
- Online survey via the MCC website
- Twitter poll
- Twitter Q+A's
- Facebook posts

Communication methods were key to providing as many people with the opportunity to become informed, involved and participate.

Our challenge was portraying the severity of the budget savings that have to be made. To do this we used:

- Posters
- Website
- Social Media
- Survey
- You Tube Channel

## Posters

**Inform:** The posters were designed to try and convey the severity of the budget savings.

We provided concise information on the 4 mandates that we felt would have an impact on communities.

**Get involved:** The posters white text box also allowed us to tailor the information by town and session so we could promote what's happening where and when. Posters were distributed in all of our towns, by hand, sent out via email and posted on social media to entice people to attend our meetings and drop in's.

**Participate:** The posters provided information of where and when our public meetings and drop in session were taking place.

## Website

**Inform:** We ensured our website had as much information about the mandates, meetings and a mechanism (survey) for people to have their say.

Two pages were dedicated to the Monmouthshire Engages:

**Monmouthshire Engages 2016/17:** Summaries of all 23 mandates were available and links to the Equality Impact/Future Generations Assessments for each on the page along with a link to the survey so people could have their say.

**Get involved:** We tried to make all the information provided was in an easy to understand format. Our page -

**Monmouthshire Engages 2016/17 – How do I get involved? :** Information on all of our public meetings, community drop in sessions, dates of the Twitter Question and Answer sessions, Access for All meeting information and PDF of all posters for each of the meetings and drop in sessions.

**Participate:** Our survey was available for people to do online.

## Social Media

**Inform:** Our holding picture on both Face book and Twitter was consistent with the poster 'Our Biggest Challenge Yet'.

**Get involved:** We publicised every engagement session that we held on both twitter and Facebook. We wanted as many people to know about Monmouthshire Engages.

Currently we have **3,213 people liking our Facebook Page** and **12,520 followers on Twitter**. Each channel has a different demographic and we exploited this to promote Monmouthshire Engages Budget 16/17.

**Participate:** A link to the survey has been posted on both Twitter and Facebook.

**Twitter:** Twitter has been very useful in reaching out to people in our communities who may not have time, inclination or desire to attend a public meeting or drop in

session. The beauty of twitter is that it is instant, portable and available on many devices.

- Our demographics on Twitter:
- 53% Male
- 47% Female
- We have increased our followers by 485 over the past 90 days.
- Engagement rates have been positive as we have consistently kept people up to date with all of our engagement sessions.

### Twitter Q+A

3 Twitter Question and Answer sessions took place, which proved effective but did not achieve quite the flurry of Twitter excitement as we had hoped and had had in previous years. The questions we received were specific and very useful and created some discussion. However we are constantly looking for new ways to engage using twitter.

### Twitter Poll

We have for the first time used a Twitter Poll to gauge opinion on mandate proposals. It was used alongside other mechanisms, the poll proved popular and provided valuable information in an easy and instant format. An example of our twitter poll:



This proved to be a useful tool but in the future we will need to consider the phrasing of questions.

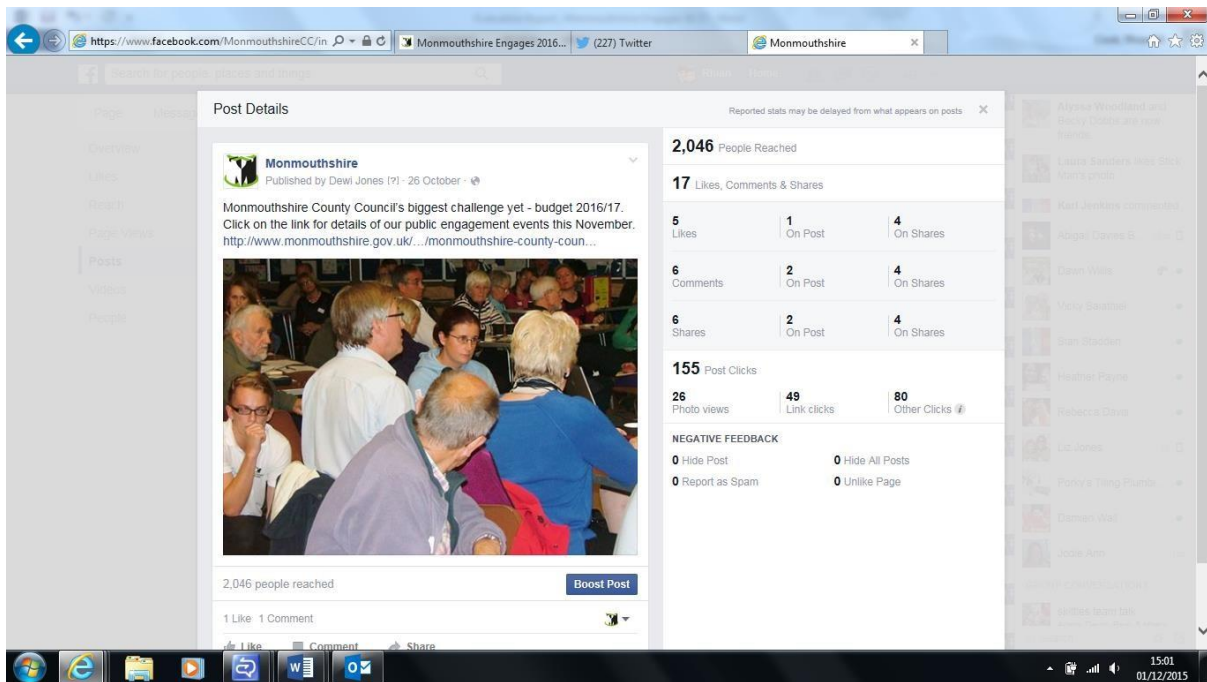
## Facebook

**Inform:** We have used Facebook to share information via posters about our community drop on sessions and public meetings, links to our YouTube Channel – all the videos that we have produced for Monmouthshire Engages are available to watch at any time.

**Get involved:** We posted links to the online survey on face book. People are also able to comment which enables us to gather qualitative evidence.

**Participate:** The nature of Facebook as a social media channel means it is easy to share amongst friends, comment on posts and if you like our page you will see whatever we post. Alike Twitter Face book is accessible and available on many devices that are used by people of all ages, it too enables people who may not come along to our meetings to get involved by completing our survey or comment.

We started our Facebook campaign October 26<sup>th</sup> 2015 sharing our press release and marking the start of the engagement. This reached 2,046 people.



The screenshot shows a Facebook post from the page 'Monmouthshire'. The post text reads: 'Monmouthshire County Council's biggest challenge yet - budget 2016/17. Click on the link for details of our public engagement events this November. <http://www.monmouthshire.gov.uk/.../monmouthshire-county-coun...>'. The post includes a photograph of a group of people in a meeting. The engagement statistics are as follows:

2,046 People Reached		
17 Likes, Comments & Shares		
5 Likes	1 On Post	4 On Shares
6 Comments	2 On Post	4 On Shares
6 Shares	2 On Post	4 On Shares
155 Post Clicks		
26 Photo views	49 Link clicks	80 Other Clicks

Below the statistics, there is a 'NEGATIVE FEEDBACK' section with options: '0 Hide Post', '0 Hide All Posts', '0 Report as Spam', and '0 Unlike Page'. At the bottom of the post, it shows '2,046 people reached' and '1 Like 1 Comment'. The browser address bar shows 'https://www.facebook.com/MonmouthshireCC/in'.

To reinforce Monmouthshire Engages and promote our series of community engagement session we shared a short film of our mandate owners – speaking at MCC staff conference we wanted to provide a personal, stark approach to our financial challenges.

This post reached 2,046 people. The film has had 328 views.

During our consultation period we have reached 24,453 people through Facebook posts alone.

## YouTube

**Inform:** To make information more accessible we produced two short films which relayed the extent of our financial situation.

**Film 1. Setting the scene:** At our staff conference in September all of the mandate owners were present and provided information on their mandate proposals. This was filmed a short film was produced for our budget process. The film was used as an information sharing mechanism and was posted on our social media channels.

To date the film has had 328 view via our You Tube channel. This film set the scene and provided our communities to hear exactly what we are proposing.

**Film 2 Monmouth shire Engages Budget** We filmed our first public meeting at County Hall, Usk. The meeting provided the budget presentation and information by Cllr Phil Murphy.

**Get involved:** During the meeting the link to the You Tube channel was tweeted and posted on Face book. This enabled more people to watch the presentation from their own home that evening or at any other time. The link to the survey was provided and website link with all of the information to enable people to have their say without coming along to the meeting.

We have had positive feedback from the public about our many ways of communication during the budget process. Many felt that they were able to gain information when they needed it via our website, public meetings and social media.

*'Great to see that MCC are open and transparent. Excellent use of video on the You Tube channel you can see it as it happens and the website you are able to see all of the ideas.'*

## Survey

**Inform:** When designing the survey we aimed to provide concise and clear information for our communities. Communities need to know what we are proposing, they also needed a mechanism to be able to comment and share their feelings about the ideas. The survey listed the 10 ideas that will most affect our communities.

We provided short summaries of the mandates that affected communities directly. There were 10 in total and we called them ideas to make it clear that the mandates were proposals and nothing had been decided. The information was gathered from the Mandate proposals and EQIA/FGE impact assessments.

Communities were able to share with their feelings by telling us if they:

- Agree**
- Disagree**
- How could we do this differently?**

This is the information that we provided.

### The survey:

#### **Idea 1 Saving £354,000 Leisure, Tourism, Youth Services and Cultural Services**

We need to look at the way we deliver the services that make up our tourism, leisure, culture and youth services in a new way. We may have to look into a new delivery model such as a trust which would operate at arm's length from the council. The trust will be commercially driven via a trading company while ensuring local services are maintained and improved.

#### **Idea 2 Saving £60,000 Community asset transfer of buildings in Monmouthshire**

We are looking to transfer council owned buildings for example The Melville Theatre, Abergavenny and The Drill Hall, Chepstow to the community so that community ownership can take place. This will enable communities to deliver local services. It will help local communities to gain skills to manage the asset and deliver the service and ensure the service provision is modelled at the local level.

#### **Idea 3 Saving £50,000 Shared Lodging Housing Scheme**

We want people to be able to access more suitable accommodation within their communities more independently. We would like people accommodated in more stable local accommodation. We will working with private landlords and neighbouring authorities to make sure those who need homes get secure and stable homes.

#### **Idea 4 Saving £75,000**

Reduction in funding to voluntary organisations

We are aiming to reduce the funding we make available to third sector organisations. We will continue to support organisations but they will need to fit in with our priorities.

We are proposing to stop the funding of the Healthy at Home funding stream to Care and Repair. This service will be able to apply for funding from other sources.

#### **Idea 5 Saving £150,000 Car Parks**

Charging for advertising and increase of car park spaces

#### **Idea 6 Saving £75,000 Highways.1**

More wild flowers and local groups maintaining local grounds.

We propose to continue planting wild flowers on our roundabouts, verges and hedges which will reduce the need for bedding plants.

Linda Vista Gardens, Abergavenny will be maintained by Green Fingers. Green Fingers is a local initiative of The My Day My Life Centre, Abergavenny which supports people to learn new skills.

#### **Idea 7 Saving £200,000 Highways.2**

We are proposing to reduce staff, with a reduction of one vehicle and fewer materials available for the maintenance of county roads.

Services such as winter maintenance, snow clearing and emergency response will be maintained but staff may be required from the South Wales Trunk Road Agency, grounds maintenance and waste teams to supplement the county highways teams.

#### **Idea 8 £140,000 Additional Learning Need Provision**

We would like to review the current specialist provision we provide for children with special educational needs both within Monmouthshire and outside the local authority. We want to ensure that this provision is fit for purpose, meets the needs of our community, is robust and flexible and sustainable, both now and in the future.

We are proposing 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.

#### **Idea 9 £400,000 Town and Community Councils taking on some services**

We would like to work with town and community councils to make sure services such as community hubs and museums continue to exist. This will maintain those local services each area feels to be of greatest importance.



## **Idea 10 £80,000**

### Waste and Recycling

#### Ban vans and trailers at Household Waste Recycling Centre

We would like our household recycling centres to be used for household waste and recycling only. We have noticed an increasing amount of business waste being dumped at our sites. To prevent this from continuing we are proposing a ban on vans and trailers at our household waste recycling centres.

The survey was available on our website, paper surveys were handed out and were completed with people who were willing to stop and listen to us at our community drop in sessions, they were provided at our public meetings and at the targeted groups we visited including leisure centres and the Access for All Forum.

**Participate:** 384 people completed our survey. Via the website or paper copies. The results are incorporated into the final results which will be broken down idea by idea.

## Public Meetings

**Inform** We planned 5 public meetings that took place in each of our towns. Including Usk, County Hall. Cllr Phil Murphy led the audience through the journey of where we are financially at the moment what is planned and how we plan to make the savings via a power point presentation.

**Get Involved** The audience at each of the meetings were able to share their feelings on our mandates via a voting exercise, Q+ A session and surveys.

**Participate** Our attendance at our public meetings were lower than last year

2015	Attending
Usk	8
Abergavenny	42
Caldicot	25
Chepstow	13
Monmouth	19

However those who attended listened to our ideas and asked relevant questions that we have included in our mandate feedback.

## Targeted Groups

In addition to the public meetings we set out to engage with specific groups of people who would be affected by some of the mandate proposals.

## Users of our Leisure Centres

Mandate 1 – We visited our 4 leisure centres talking to mixed groups of people who use our services. From the everyday gym member, exercise referral groups and parents who were watching their children swim. Informal chats and surveys were used to inform and enable those who struggle to attend our public meetings to have their say.

## Access for All Forum

Mandate 5, 12, and 14 were all of particular interest to the Access for All forum. The group gathered at County Hall during the day to listen and participate. The group welcomed the meeting and made positive contributions to the Monmouthshire Engages Budget engagement.

## Deri View School

Mandate 20 Parents, Teachers and Governors were engaged as part of the Statutory School Closure Consultation. Each group met at the school with a member of the CYP, HR and engagement team.

## Young People

Our county Youth Forum Engage 2 Change have been involved in planning young people event to inform young people in our schools about the budget proposals. The

E2C group have been informed and engaged about all of the ideas we have engaged the wider community.

The group discussed at length the mandates but felt that the mandate that would have the most impact was Mandate1. The group are planning the session to inform young people about all of the mandates but also focusing on Mandate 1 to assess their current understanding of the services affected. The session will look into their feelings about what positives the services provide and what they think the services need to look like in the future. This engagement could also form a basis for ongoing consultation and the group could be a point of contact to obtain young people's views in the planning and evolution of Mandate1.

# Feedback

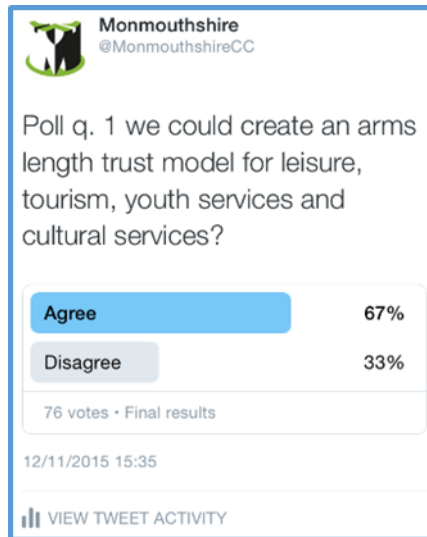
## Mandate 1

### Leisure, Tourism, Youth Services and Cultural Services.

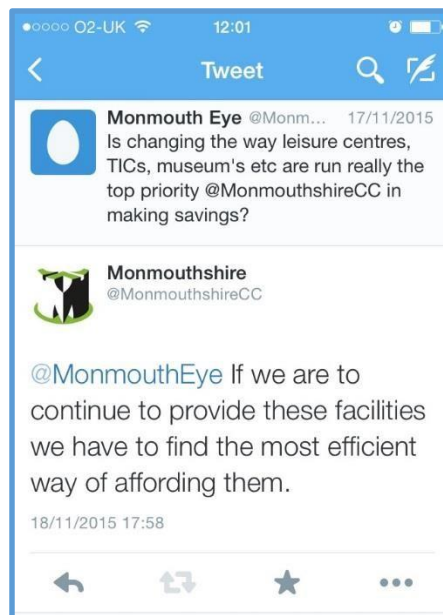
Unanimous agreement in the Trust plus Model at all of our public meetings.

**Survey Results: Agree 76% Disagree 24%**

**Twitter Poll: Results: 67% Agree 23% Disagree**



During our twitter Q+A these issues were also raised.



There were many questions and comments raised in the survey regarding this mandate.

## Research and Development about the Trust Model

- Have you tested the market to see if there is a market for trust models?
- Have you had an opportunity to consult with neighbouring communities?
- Need to have a look at any other council that is run in that way to see advice before proceeding.
- Many trusts are struggling so it isn't a quick win e.g. Birmingham
- Perhaps look at the Turkish model of mixing tourism & skill development on high value craft goods?
- Could you provide evidence that setting up a trust maintains services and saves money? don't just do it because others do
- This model is used elsewhere Highland Hi Life for example.

## More information about the Trust Model

- Will the trust work like a charitable trust?
- I am unsure how trust and trading are the same thing? It could work for tourism but it could lead to price hikes if an element of profit had to be shown in other areas. If the trust fails the council will either need to pick up the pieces or let facilities go to the wall.
- Does 'arm's length' still mean council involvement? I feel it would be best handled by a commercial company totally! It can be marketed properly and form links with Welsh promotion websites/social media.
- How will the trust make money if the council can't? There is no point doing this if there is no chance for the trust to make a profit either
- If you do go ahead with this idea you need to ensure that savings are met and services maintained. It is all too easy for a trust to start off with good intentions but the results can end up with services suffering.
- Let natural market forces determine need and profitability of each part of the service What are the set up costs? What is the time scale for completion?
- You need to explain the delivery model further, trust and trading company? What does that mean?
- Sounds overly complex, not sure it'd save money, but if financially responsible due diligence is done then I agree.
- It needs to be a not for profit
- Leisure and tourism is a huge positive to this area for local business etc. This would need to be carefully managed so that trading companies don't take advantage and benefit financially to the financial detriment to residents and visitors.
- Trading for profit- too difficult to effectively financially monitor to provide appropriate services.
- Not sure about a trading company.

## Will the new model increase prices?

- Concerns from users of the exercise Referral Scheme
- Currently excellent, but expensive
- Concerned that trust model may increase prices.
- Worried that this will make visiting the leisure centres more expensive. Price increase is a major issue for me.
- The prices would be too high and not affordable for residents.
- Will there be price increase for me? I want to continue to come to the fit for life class?

- My concern is keeping leisure and youth facilities accessible at a fair price otherwise you end up with more pressure on the NHS. Reduce admin costs and inspections.
- In theory this is a good idea, but commercially driven enterprises usually just look for profits, so the danger is that many of the facilities such as free swimming for the under 16 during the holidays, may disappear and this could be disadvantageous for the families on low incomes
- The current service provision is brilliant. I don't think enough detail has been provided for me to have a strong opinion. A trust structure implies that standards would be maintained but anything that is commercially driven usually means cuts/ job losses somewhere. I'd be prepared to pay £2-£4 more per month for my children's swimming lessons.

### **Membership Offer**

- Questions were raised about the accessibility of the service. Users of the exercise referral scheme wanted reassurance they would be able to sue the new service as they do now. Their health dictates how often they use the leisure centre. They like going when they can and enjoy the classes.

### **A perception that changes could lead to poor service**

- Commercially driven via a trading company immediately conjures problems only money making services and will be provided and for an increase £ impact on users for less quality.
- This privatisation and will lead to poorer services for more money.

### **What happens if it fails?**

- Passing leisure to a trust – what is the fall-back position? Does the council have a fall back plan – what if the trust falls into difficulty does the council wash its hands.

### **How will this model transfer to work for the Youth Service?**

- This service should bring funds into the area i.e. tourism. Surely youth services are the responsibility of the council they are the future of Monmouthshire.
- Leisure could be operated by a trust but youth services need to be central.
- TLC and youth service are such an integral part of safeguarding for young people across the community.

### **General Comments to make savings**

- Bring the highest earners in the council down a pay grade; remove some middle management that aren't required. Voluntary redundancy
- Cut back on senior managers
- Stop wasting money in other areas
- There are other services we could cut instead

### **Disagreement with the proposal**

- Leave well alone
- Keep it in house
- Council must remain at the helm or private enterprise rides roughshod over less commercial aspects
- Has not worked in all subcontracted services. just wastes money

### **Agreement for the proposal**

- Yes if you can attract grant funding
- A commercial scheme focused on delivering quality and value for money and contributing some of the profit to the community.
- Facilities in Monmouthshire are behind the times any profit needs to be invested to improve
- If the alternative is no leisure centre then it must be good.
- The council, should maintain Leisure and tourism services, in order to provide the quality services expected. MCC should look at alternative options such as just handing over the museums to not for profit organisations. I would be cautious that this would be lost in applying a different model.
- It would depend on how it is done. If careful consideration on the way this trust is put together and run it could be a good thing.
- Beef up what you already do
- It can only get better. Equipment and cleaning need to be better

### **Maintaining skills and knowledge**

- Job security of staff? Funding isn't for wages/ Salaries - how will salaries be protected?
- You should employ the people that the trust would employ if they are able to do the job better
- Culture and tourism are important, the council should employ well paid, knowledgeable people to lead these areas, a Trust is not the answer due to their focus on profit-culture is vital to the community; to further learning and understanding.

### **How will decisions be made?**

- Long as the decision making process is not bogged down with committee meetings for the sake of meetings.
- Concerns over trustees being landed with liability.

### **Involve communities**

- Involve service users in all provision and have representatives on the trust.
- Needs to be inclusive of all the community. No concrete suggestions but must ensure you involve residents.
- Involve youth in planning. Concerned about process increasing especially for families with children you need to encourage families and get kids fit and healthy.
- Trust must also include proportionate representation of the community
- Engage with local communities via Community Councils to own local aspects of these areas

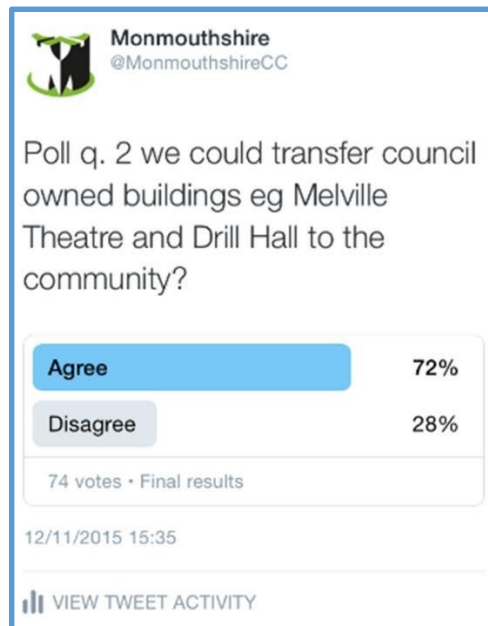
### **Involve local businesses in taking the model forward**

- Realistically local businesses (hotels, pubs, shops etc.) are the main beneficiaries of attracting tourism so they should have a greater degree of financial responsibility to pay for the associated services. □ Concentrate on Welsh culture and the art

## Mandate 5

### Community asset transfer of buildings in Monmouthshire

Agreement of community asset transfer mandate at all of our public meetings.



**Survey Results: Agree 86.2% Disagree 13.8%**

**Twitter Poll results: 72% agree 28% disagree**

Twitter Q+A: 'Could this include land for 'community farming and growing not just incredible edible plots'?



Comments that have been raised are:

#### **Groups need support to make the buildings sustainable:**

- It is important for local communities to be able to approach the council with requests to utilise underused buildings as opposed to the council choosing which ones they no longer wanted and offering them up for negotiation.
- I think these kind of services still need to retain some level of professionalism, maybe a mix of the two? With an element of community ownership too?
- Letting them have a free lease is one thing but giving away a building for free is mad, if they fail what happens to the building?
- This needs to be done responsibly to ensure the transfer is successful



- Need to support to be self-sufficient with the correct support from MCC.
- Will some communities be able to consistently raise the funds needed to manage and maintain these buildings or will they fall into disrepair?
- I'm not sure local communities could tackle the maintenance and management of these kinds of buildings.
- Will support will be given to the community to be trained effectively to ensure that the theatre is properly supported.
- Only if the communities are willing and able to make a success of this.
- Empower local community groups will encourage growth with support from local authorities should continue
- If local groups able to take them on. Transition Town could get involved? But may need start-up and continuing support
- Communities need to help to manage the transfer.
- Ensure there is plenty of interim support + long term contact for advice, etc.
- This will be good as long as it is managed properly and profits are used to further improve these facilities.
- However need some funding provided for maintenance.
- Volunteers are not well informed of the commitment and liability.
- Speak to local youth groups etc and see what their needs are
- The community would need help to do this successfully so I'd suggest a transition period for smooth transfer.

### **General comments**

- This is a short sighted saving how are they going to fund it?
- This is more or less the case in Usk already. I think this is the case of a theatre it is ambitious. The council is for all and should keep its assets. What about Park Street?
- Again, once handed over I think scope for public involvement will dwindled
- Where is the community group which could run the whole of the building which is currently partially used as The Melville Theatre?
- Consider selling property too
- Get rid of as many 'bricks & mortar' as possible!
- Handing services over to community groups is a way of offloading responsibility and without support they are likely to fail. Community run services present two major issues, 1.the people most likely to have the time to services are the retired and or well off, this creates an imbalance in the community. 2. These services are paid for via taxes, so residents are already paying for the services AND having to deliver them, prompting many to ask "why are we paying for this twice?' Spend less on developing branding such as 'whole place' which means nothing to the majority of residents and invest the money in developing services staffed by knowledgeable staff. Will anyone want to run them?
- Communities have enough to do and my experience of community engagement with mcc has been appalling.

This basically means handing over to volunteers to run and manage buildings.  
Where are all these volunteers coming from?

- You need to not only listen to what residents need but act on it. In Usk you have taken away our venue for girl guiding and rangers without offering viable alternative. Offering County Hall as a venue to children is NOT viable alternative. All other buildings have been investigated but cannot be taken up for various reasons mostly that there are no available time slots.
- Please leave Chepstow ABC there.
- Sounds like a good plan!
- The only publicly owned buildings should be for services which you are legally required to provide.

#### **How will this mandate be monitored?**

- My concern is the state of repair and maintenance applicable to individual buildings □  
But what about maintenance of the buildings?
- This might also close the buildings due to lack of funds.

#### **Comments about Melville Theatre Abergavenny**

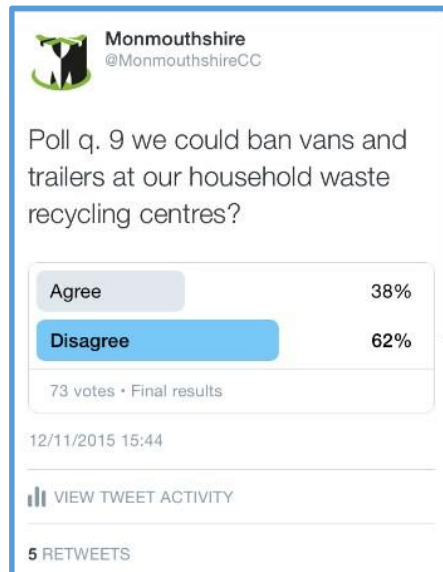
- Melville Theatre should be sold there is already a community venue at the old park street school.
- Support for projects such as the Melville is one of the reasons we have local government!
- The Melville theatre, originally came under the auspices of the LEA, and as such should revert to the former
- Who will be in charge of this venue?

## Mandate 8 Ban on vans and trailers at Household Waste Recycling Centres

Overall agreement at our public meetings on the proposal to ban vans and trailers at household waste and recycling centres. However our twitter poll shows a difference of opinion and they voted against the proposal.

**Survey Results Agree 60.8% Disagree 39.2%**

**Twitter Poll : Agree 38% Disagree 62%**



Comments that have been raised:

### **An increase fly tipping:**

- This will lead to more fly tipping. This would need to be cleared and ensue a cost.
- Wouldn't this increase the amount of illegal tipping? If banned they will fly tip □ Will increase fly tipping!
- Will this increase fly tipping/ are there other options for businesses to get rid of their waste?
- This proposal will result in fly tipping
- This waste will end up being dumped. Who will clear it? An unintended consequence could be an increase in fly tipping. A ban would increase fly tipping.
- Concerned this will increase fly tipping
- Simply ask about the waste instead of encouraging people to fly tip their waste. How else are bulky items meant to be disposed of sensibly??
- Could see an increase in fly tipping and therefore higher clean-up costs
- Some people have vans or trailers and are not a business. This will result in fly tipping increasing which will cost more to clean up.
- Will encourage fly tipping, which will cost council more to clear up
- As long as it's not dumped elsewhere  
This could lead to more fly tipping.
- This will increase fly tipping which costs to clear. Would this result in more fly tipping?
- So long as more rubbish is not just dumped!

- Will this increase more fly tipping, for an example of fly tipping The Moors Rd it appears to be jobbing builders /DIY people? MCC must have more stringent monitoring of the location.
- I thought that business was charged. This proposal would encourage fly tipping.
- The concern is that fly tipping would increase exponentially which will then cost more to clean up

### **Charge businesses to dispose of waste.**

- Charge them to dump rubbish
- Charge them?
- Why? If it's recycling why not charge them a nominal fee and ensure that you attain recycling targets
- Why not charge vans and trailers to increase income streams?
- Charge more ££'s add £10 charge
- Charge vans had they enter or refuse entry
- Small charge for vans etc. for using this service.
- We should be looking at ways we can generate income from the waste. Then we would want to encourage more use not less. We could still charge for commercial waste.
- One day opening for contractors to ensure payment
- Consider a small charge for larger vehicles
- Work WITH people and screen vehicles/waste coming into the site. The guys at 5 Lanes are pretty good at this already.
- All rubbish has to go somewhere. Business users could be charged a nominal amount for trade waste and this could generate income.
- Charge for vans or they will just fly tip and the council will have to spend more to deal with that
- Charge them or you spend more on fly tipping
- I use a trailer for household waste - maybe charge trailers £5
- Charge the businesses. Ask for proof of residence before anything g can be dumped
- Charge extra rather than ban
- Make it easy to recycle by accepting them but charge a fee (electronic so minimal cost)
- Charge reasonable rates for business use.
- Make them pay!
- Afraid it could be 'dumped' elsewhere. Charge them to use the centre.
- Charge them an annual/monthly fee
- Why not just make a charge for businesses? If you ban them the incidence of fly tipping is likely to increase, as the businesses will necessarily still produce the waste, and they do need to be able to dispose of it somewhere.
- Charge them and/or limit days they are allowed
- Charge the vans/trailers a fee. They have to get rid of rubbish somewhere.
- Could they not be charge van rates on site? Potential for fly -tipping if banned maybe and that expensive too.
- Make a charge for a van or trailer regardless whether business or not.

### **Information and guidance required for privately owned trailers and vans**

- Subject to exemption for privately owned trailers and vans.
- Need some way of allowing private domestic waste to be taken in a van / trailer, don't just ban them outright
- Perhaps people should be challenged but my household has a van and a small car in it. If I need to take anything for recycling I would not be able to get it in my car
- Vans are fine as a lot of people drive a van instead of a car, sign written vehicles should not be allowed on to the premises without a charge though
- But how will large household items be disposed of without a trailer or van??
- Perhaps ask for ID at centres of people who you think may be trading as a business.
- Some people only have vans and no car so how are they going to dispose of waste. The amount of waste will not go down just more trips
- This will impose on private households who are renovating and community projects.
- Renovating a home would be classed as a business which it is not
- Bring in ban, but householders able to apply for a one time licence for trailer/van use
- What about householders who only own a van. Where will they be able to recycle their household waste? Not sure how many service providers would use this service would it be worthwhile?

### **Agreement that facilities should be for domestic use:**

- Facilities should be domestic only.
- Don't create additional facilities but charge for business waste and restrict to community
- Private vehicles with trailers will reduce fly tipping. Short sighted to ban them! Ban businesses instead.

### **Support businesses in disposing of their waste – promote how they can do this.**

- Promote and encourage places where trade waste can be disposed - there needs to be sufficient places for trades to dispose of waste. Concerned that this will encourage fly tipping.
- More work needed with local business, agree that large companies should not take advantage of these facilities but please ensure small and independent workers are not penalised.
- Voluntary contribution from businesses to advertise at the tip as an incentive to get more businesses to use it legitimately, really need to avoid fly tipping.
- Not solving the real problem - if commercial waste is being dumped, then they need to be charged - a ban does not increase revenue which should be the aim
- However, businesses will find a way around this and use cars instead. How are businesses (builders etc.) supposed to get rid of the rubbish?
- Difficulty is where businesses will e.g. businesses take their waste. Could lead to more fly tipping. Small businesses will be charged a reasonable sum - obviously they will pass this charge on to customers in their bills.

### **Work in partnership with other authorities**

Share with other authorities

## **General comments about our waste and recycling system**

- Current recycling and rubbish collection is a fiasco. Whole system needs overhaul.
- I use Llanfoist a lot using a trailer to transport household and garden waste to save cleaning my car. The problem is that business waste is driven in vans from all over Gwent and Powys as no checks are made. This is well known in the business community to save dumping costs. Some travel from Bristol. There is also no checks on what goes into skips unlike other councils as the staff chat and are disinterested. This must cost MCC a lot of money!
- Who else and where else would this rubbish go and make sure there are better checks made about the vans and trucks that are entering look at our neighbours in Coleford they have a good system where as vehicle reg is taken and you have to book you van in.
- We lived in Exeter and the local recycling centre allowed vans to drop off material which is then sold to generate income. Plaster board and rubble was charged at £1 a bag to cover costs. All that will happen if vans are banned it will increase fly tipping, also people with vans who aren't builders will be penalised. Also there was a shop to sell things that are going to be thrown away.
- Use a permit system similar to Torfaen rather than a straight ban

## Mandate 10 Shared Lodging Housing Scheme

This mandate is generally supported at all of our public meetings.

**Survey Results: Agree 77.8% Disagree 22.2%**

**Twitter Poll: agree 84% disagree 16%**



### Comments that have been raised:

#### Effective Monitoring of tenants

- Concerns were raised over the people who will be staying in the accommodation.
- I agree, but there must be a caveat in that shared lodgings are not always suitable for young and/or vulnerable people.
- Needs effective monitoring.
- Seems a good idea as long as children are not put at risk.

#### Effective monitoring if landlords

- How do you ensure quality and equality of provision by private landlords?
- Private landlords should not profit from people hardship.
- Must monitor private landlords
- Along as its regulated
- Not really sure. My guess is you are proposing multiple tenancies. If i were a landlord I'd be worried about the damage and who is responsible.
- Provided that local landlords are closely monitored

#### Utilise buildings that are empty

- Use buildings that are not in use.
- Accept lower spec accommodation  
Ensure council properties are utilised properly e.g rehousing single older people who currently live in 2/3 bed council properties

- You need to link in with Supporting People services to ensure this sort of provision remains viable

### **Appropriate rental costs**

- Private land lord's rents should be capped or even reduced. Rental prices have gone up and up over recent years.
- It is cheaper for council housing to be used rather than private rental fees.
- Not for profit landlords required.
- Needs to remain centrally controlled to avoid profiteering.
- Needs to be non-profitable to prevent abuse of the system.
- Public housing should remain public, private landlords will push up rents and the tax payers expense
- Offering it to private landlords will allow them to hike prices as they will realise, Monmouthshire will have to accommodate people

### **Independent Living in the community**

- I think consideration needs to be given to the neighbours.
- How will the independent living be managed?

### **Agreement with the mandate**

- Sharing services is a good idea but such improve not - area to improve, not just a cost cutting area.
- Not sure it'll save money, but if it does I agree.
- Joined up working with CSL's as per joint waiting lists
- Run it yourself as private is not secure or stable
- The idea of having lodging houses conjures up the image of low quality 'digs' and problematic properties. Maybe more could be done to encourage 'rent a room' schemes in the wider community.

### **Disagree with the mandate**

- Huge potential for abusing the system with this idea. Not transparent and difficult to control. Must be not for profit.
- What is this to do with budgets?
- People would be housed in hovels
- People need to work hard to get mortgages. I had to work hard to get mine and people should not have houses thrown at them
- Forget the whole idea

### **Build more social housing**

- Build more council run Homes
- We need more social housing; build more affordable housing; build more social housing.
- National council house scheme is needed
- Quality of stock is too poor
- This I would imagine would cost more in the long run. We need more affordable housing
- Why isn't the council building houses, they can get special mortgage rates ☐  
Why not invest in building affordable purpose built homes for the rental market.



## **Mandate 12 Reduction in funding to voluntary organisations**

There is a reluctance by some groups such as The Access for All Form to reduce funding to voluntary organisations. This is naturally a sensitive subject for a group that rely on the help and support of third sector organisations.

At the other public meetings there was no strong objection or feelings for the reduction to voluntary organisations.

### **This was not included in our Twitter Poll Survey**

**Results: 66% agreed 34% disagreed.**

Comments that were raised:

#### **Voluntary organisations affected need support**

- Advice and support is needed to groups who are losing funding to help obtain funding from other sources.
- Investment in the third sector can have positive long term savings if made effectively. It is important to ensure that the third sector is supported in ways that can make the organisations more sustainable in the long term.
- Need to check if the exact criteria and services provided to avoid duplication.
- Write to provision that the groups that help the most vulnerable people to retain funding.
- Focus on recruiting and training to take over services. I think they should try to raise more funds themselves.
- Agree but you need to help the third sector to enable them to seek alternative funding perhaps appoint a fundraising officer
- Important they these groups have access to other funding sites.
- As long as these organisations are helped to find alternative funding streams.
- Strengthen GAVO funding database and support by re-investing some of the savings

#### **Disagree that care and repair funding is reduced**

- Don't agree older people need help to remain independent.
- Why cut Care and Repair? Is there any guarantee it will get funding elsewhere. The work it does is, as I understand it, very close-effective at enabling elderly people to stay in their own homes.
- Care and repair is vital for some

#### **Agree that Care and Repair funding is reduced**

- Many people are able and willing to pay for services care and repair fitted a stair rail - we offered to pay but we were refused. Not everyone over 75 is poor!
- Sad but i agree.
- The care and repair services offered appear to be of low standard and not wholly accountable.
- Don't know how many third sector orgs you support. Agree should fit your priorities
- Make sure that funding is associated with well-being outcomes
- I would prefer to see staff keep their jobs rather than money be used for voluntary organisations. At the same time, voluntary organisations should be encouraged but seek their funding elsewhere.
- Good idea

Agree to a point, but the authority needs to consider the needs of the community and ensure corporate priorities reflect these needs

- Cut all 3rd party funding
- There are definitely other organisations that can fill in the gap here.

#### **Savings made with the reduction**

- As long as money saved on cut backs is utilised in equally beneficial ways

#### **Disagree with the mandate**

- Voluntary sector is life blood of communities you should cut your own costly services
- Will definitely hit the worse-off. Safeguard health charities
- Savings could be made else were this will affect elderly and vulnerable people.
- This goes against one of Monmouthshire's priorities, no one left behind

#### **General comments**

- We fit with all your priorities but have had no support. This is an empty promise and i would like to see scrutiny processes in place to test your engagement.
- This could cost more in long term as the council will have to replace gaps that will no longer be run by charities etc.
- You have a lot of voluntary organisations doing the job of the council
- Voluntary organisations are the backbone of the community. At a time when funding is being reduced more money should be given to empower these organisations into the future.
- This would need full discussion with all concerned.
- Voluntary organisations are being relied on more and more by local authority's government agencies. This saving could be made by reducing salaries, bonus packages and relying on vol sector more effectively.
- Find this reduction from percentage of proportional reduction in executive salaries and bonus packages.
- Increasingly voluntary organisations provide services that the council government should provide anyway. More contribution are needed from the public which already have reduced funds.

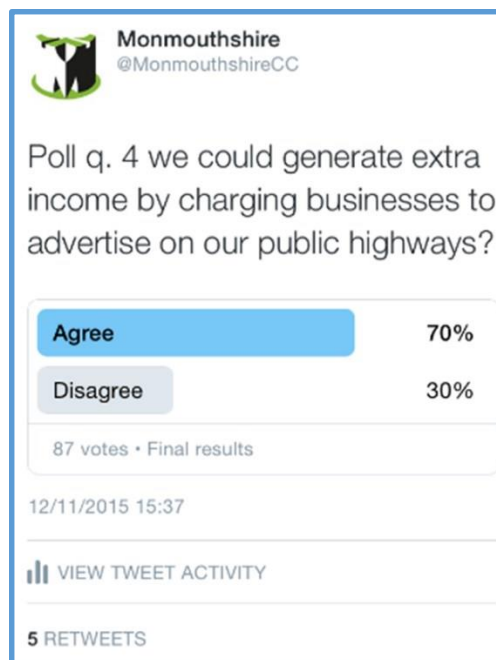
## Mandate 13

1. We propose to generate extra income by charging businesses to advertise on our public highways.
2. We want to increase the number of car parking spaces.

This mandate received general agreement at all of the public meetings. There were some discussions with concerns being raised.

**Survey Results: Agree 78.3% Disagree 21.7%**

**Twitter Poll: 70% agree 30% disagree**



Comments:

### Advertising Agree with the mandate to increase income generation

- Advertising even charging a small amount will increase revenue.
- Advertising schemes voluntary organisations will also increase revenue.
- It sounds good in principle - but will this be linked to the size of businesses? A small family business might lose out by not being able to advertise. What sort of advertisements are you intending on developing - there is currently far too many signs and placards etc on our streets and highways now, that you become blind to so many adverts
- We need to look at all opportunities for generating money from advertising.
- This could be done on LC sites, hubs etc
- Should be standard it would be very welcome
- Business should be able to place a sign outside their premises without payment

**Concerns of the size of the boards:**

- Can you reassure that the advertising will not be huge billboards that will be graffiti?  
□ As long as that doesn't mean too much advertising
- Modest size signs.

**Increase graffiti:**

- Some road signs across the county are defaced - who is responsible for removing graffiti?
- Signs will be a temptation for young people to deface.

**Signs will distract**

- Many people felt that the signs would be a distraction and may become a cause of road accidents.
- Advertising on roadsides is a distraction to drivers
- It's a distraction.
- Advertising likely to detract from environmental quality
- Concerned that they will distract drivers
- This will make Mon a really messy. County and a site for rubbish dumping □  
Don't advertise- where is this, America?
- Roads are already too cluttered
- Too much signage for drivers already this will cause even more accidents

**Impact on the environment and landscape**

- Don't ruin the environment for a few extra quid!
- On condition such advertising does not spoil/interrupt our beautiful countryside!
- Too much like America what about neon signs?
- Do not use the Monmouthshire countryside into a giant advertising bill board!
- In favour as long as advertising does not spoil our countryside or greenspaces.
- This will ruin the look of the town and countryside roadways
- Advertising doesn't sound very good to me, too much clutter on roadsides already. Presumably income wouldn't be that significant.
- Be mindful of how this is done as Monmouthshire is renowned for its natural beauty
- We do not want eye sores

**Advertising on buses**

- Buses more important than car parking
- I don't disagree although I have concerns that we may cheapen the county with adverts therefore if they are limited to buildings, buses, etc and was pleased that carpet company adverts on green spaces were removed.

**Increase of car parks**

- More parking is always good
- Increase of parking spaces is vital.

**Cost of parking**

- Parking is over charged already costing us visitors
- Specifically with car parks, it should be easier to pay for parking charges, e.g., via a mobile or app. Also, they should not introduce third party management (e.g., Parking

Eye) as their profits skim money from the council coffers. In addition, such companies are known to have dubious practices when dealing with the public at large thereby leading to bad feeling regarding parking charges as a whole.

- Parking charges are high enough - this will drive up costs for ALL households.
- Do to the large rural area and poor bus services I believe that the car parks should be free for the first 3 hours then large fees to discourage people who car share leaving theirs in the car parks whilst travelling into Cardiff/Newport to work.
- All parking should be charged at standard rate
- More parking but 1 1/2 hour free parking to boost local business.
- Don't put the cost up or people won't park
- Even £1 is a lot for some people. There should be an hour say last hour of the day when parking is only 50pm an hour.

### **Car park spaces**

- What about buying your own car parking space or follow the example of Cwmbran Shopping.
- More car parking spaces will bring more people into the community. Advertising will generate income.
- Carparks could be made profitable

### **Park and Ride**

- Chepstow M48 junction needs a park and ride, this could be profitable for the council.
- Promote using public transport.

### **Work with Third Sector**

- Car parks in Cardigan were transferred to a community organisation. They use the money generated to re-invest in the local town. This is one way where MCC can support the 3rd sector to be more sustainable and perhaps take on some council services. It is about give and take and if you want the 3rd sector to take on services then they need ways to generate income.

### **Free Parking**

- Free parking for all areas in the shires
- People would come to Monmouthshire if they didn't have the hassle of paying for car parking. Look at Cwmbran
- Parking should be free or a lot cheaper, to encourage business to locate here and encourage people to shop (see Cwmbran vs Newport) □ Car parking good but first hour needs to be free.

### **Disabled Spaces**

- Please don't charge for disabled parking spaces
- Why do we continue to give the disabled free parking they have as much income and in some cases more?

## Mandate 14

### More wild flowers and local groups maintaining local grounds.

Unanimous agreement of community asset transfer mandate at all of our public meetings.

**Survey Results : Agree 94.3% Disagree 5.7%**

**Twitter Poll: 96% agree 4% disagree**



This mandate has had very positive feedback. Since the summer months we have had very happy communities sharing their photos and stories on social media. It is clear that our communities would like to see it continue.



Comments:

### Maintenance of Linda Vista Gardens by Green Fingers

- Will 'friends of groups' be able maintain the gardens compared to other groups
- Do not agree with Green Fingers taking over Linda Vista. Not all of us want, or feel comfortable working with people with learning needs/disabilities, etc
- It is disingenuous to suggest that Linda Vista Gardens can be maintained by Green Fingers. Yes, they may be able to help. As do the Friends of Linda Vista Gardens. Help, not do it all.
- Green fingers is a fantastic service but the individuals undertaking the work are not being paid to do this. Therefore some of the most vulnerable members of society are being taken advantage of and used effectively as slave labour. An appalling way to save money.
- But make sure these groups are supported and not just used a free workers.

### In agreement of more wild flowers

- Inspired and has been a real pleasure this year. Can the model for the garden /public spaces be rolled out?
- This seems a win win !
- There is also the Growing Space Company that supports people with mental ill health whom could also be involved. We still need the verges at junctions kept clear - particularly the dual carriage way junctions on roundabouts that didn't get cut enough this year, and became a hazard due to the height of the grass blocking view
- Fantastic idea! Utilise local schools - school children, scouting, guides, youth centres - 'From seed to flower initiatives'
- Please don't stop doing this.
- I think the wild flower idea is fantastic! A great big well done to those who came up with that idea, I would like to see more! Even now in November the roundabouts are still
- Sounds good as long as it's cost effective
- Agree with the "wild" planting
- Guerrilla gardening is an excellent alternative to the madness of municipal planting ☐ Excellent idea!

- The amount of these wild flowers areas could be reduced and further reduced - yes keep and main roundabouts but could be reduced elsewhere for further savings.
- Many elderly /vulnerable people and tourists like to spend time sitting in Linda Vista Gardens to admire its beauty - this is advantageous to their well being
- Love the wild flowers
- Think there is a real opportunity to promote this wider  Why not have these areas sponsored?
- This is a very good example of saving and using the Community to help  More of this, please. It is so very important.

### **Communities need support to grow their own flowers**

- Local communities have limited time and resources for some service provision. What you are proposing will be wholesale cuts in services through back door  Need to be maintained when flowers die.
- Utilise school children and youth groups, scouts, guides, youth clubs to allow children an opportunity to develop new skills.
- A Green fingers group could be formed in each town
- Could agricultural colleges be encouraged to utilise the students to learn whilst performing this for the communities
- Great idea - but communities need to help and guidance to help them start growing wild flowers.

### **Disagreement of wild flowers**

- Wild flowers cost more than shrubs
- We really can't be affording all the plants etc. exhibited in, say, Chepstow for example
- We rely on tourism for attracting people into our county and cutting the use of bedding plants has a negative effect on keeping people happy. The natural flowers look very scruffy to me and within a few years the native weeds will dominate the planted flowers and become very ugly.
- Better though if you could let the natural flora return rather than planting - and not in little patches, but get rid of the grass altogether. I have a feeling this is rather amateur and the issues not well understood.
- The wildflowers look nice when they are in bloom but look awful the rest of the year.
- Stop wasting money on flowers
- The wild flowers at present are dug up and redone every year, should replace with perennial plants and shrubs which are low maintenance  Dangerous when it grows out of hand  Why plant any flowers?
- Stop the stupid boxes for Abergavenny in bloom no1 cares
- Organise for current council supervisor to assist as part of routine parks services  Forget the whole idea.
- I'd much rather see my local roads in a better condition before looking at flower beds  Definitely a waste of money!
- Wild flowers are not needed on roundabouts. It was absolutely fine when they were just grass. I don't agree with using these people for free labour council workmen could work a full day 5 days a week.



## Mandate 15 Reduction in Highways staff and vehicles

There were questions raised and discussion at our public meetings about this mandate. The outcome of the survey is mixed however communities who completed our survey were in agreement of making savings but concerned that services they rely on in rural areas would be affected.

**Survey Results: Agree 50.7% Disagree 49.3%**

**Twitter poll: Agree 23% disagree 77%**



Comments:

### Agreement with the mandate

- This is a good idea as long as the cover provision is made.

### Disagreement with mandate

- You are turning the country back 20 years in terms of quality of services. It will cost the public more in terms of repairs and cost the council more in the long run when things fall into a poor state.
- Why are you wasting money letting staff take vans home, staff that are not on call and some of these live out of county (free transportation paid for by us )  This doesn't sound a worthy cut back.
- False economy will lead to more accidents.
- Not sure that this isn't poor short-term thinking - with higher costs building up for the future
- I think this could compromise safety. In addition I pay enough road and council tax and expect to have these roads maintained to a satisfactory level
- Disagree with such a large proportion, couldn't you ask for each community to set a small budget for winter maintenance in their area and reduce the staffing level by less?

- Sub-contractors are not a long term saving.
- The service needs to remain how it is no alteration
- Disagree with less road maintenance

### **Roads are currently in poor condition**

- Roads are in a poor state of repair in many areas. Do repairs properly in the first instance to avoid repeat visits.
- Well maintained roads are fundamental to economic sustainability
- The road network is already suffering from lack of maintenance, reduction in staffing could cause more claims and thus cost more in the long run.
- Roads are in an abysmal state already
- Monmouthshire roads are already in a very poor condition we need more staff and materials not less.
- More concentration on the current condition of public highways, repairs must be increased.
- Roads are already poorly maintained, motorists pay too much now and get nothing in return.
- Road maintenance is already poor and underfunded
- Roads are bad anyway so cannot accept further downgrade.
- There are many roads in the county that require attention due to poor repair/maintenance
- There are severe problems with the importance put on various issues with road keeping frequent lack of gritting
- Our country lanes and a/b roads are in an awful state already due to lack of maintenance! Make use of people sentenced to community service - they could clean the drain covers for example.

### **Roads still need to be maintained**

- Roads are vital for the success of the county and must be priority
- Highways teams need to be looked after. Without them the roads would be blocked.
- Highways are very important, personally I do not agree with this at all.
- Maintaining the highways is a fundamental requirement of the county. Reducing manpower and vehicles can only lead to a deterioration in the roads, which will be more costly in the long run. employing contractors is likely to be more expensive
- More money needs to be spent on the roads they are in a poor state due to lack of years of funding.
- The roads are an important part of the county infrastructure □ Maintain existing services at the least.
- Make the roads fit for use
- People that live in the countryside get very little for their council tax surely the service should be maintained?
- It is essential in rural areas that roads are well kept and well maintained i.e. kept clear of snow. I am against reduction of staff as our roads are the main artery into England and Wales
- This puts rural people in more danger than urban populations. These people are already scares as it is in the countryside. You are just keeping the people in the cities happy

### **Implication on staff**

- Do not reduce jobs

- Need more staff here and also much better safety signs and controls when men are working on the road or hedge and grass cutting at the side .I do not think the council follows its own safety rules on this issue

#### **Work with neighbouring authorities**

- Reduction in road funding has already been too great. No further reductions please! Sharing services and resources with other, neighbouring councils would be preferable.
- Merge with neighbouring authorities or full time to 0.8 contracts
- Centralise the salt /snow clearing duties to all original Gwent councils is Torfaen, Blaenau Gwent, this will reduce white collar staff but keep the guys driving the trucks.
- Study how the teams work. Introduction of Lean Methodology to find where work streams can be adjusted.

#### **Role of volunteers and communities to work with us to maintain services**

- Residents having access to grit to grits roads esp. in more rural areas
- Agree with reduction in winter maintenance it should be up to communities and individuals.
- What about the role of local groups of volunteers in this area of maintenance?

#### **Comments to make savings**

- How about reducing the top heavy structure if management instead of cutting materials available.
- Not sure, but I think well end up paying more to other private companies to do the jobs that the teams currently do.
- Again buying in will result in people charging over and above for poor quality service, just because they can
- This is very short sighted and would cost more in the long term - also would have an impact on emergency services. I don't see how this could be considered.

## Mandate 20

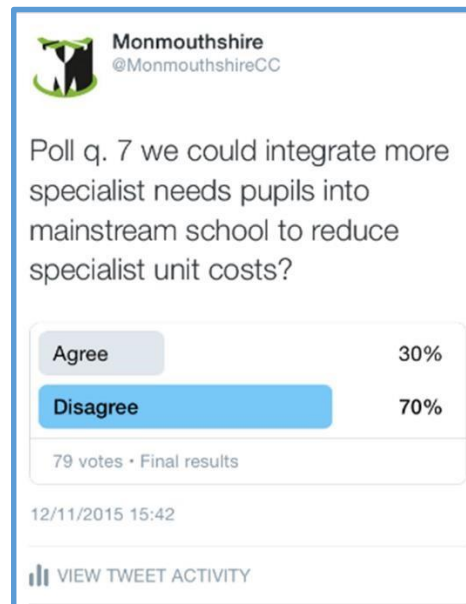
### Review of the current Additional Learning Need specialist provision

General consensus at public meetings was disagreement.

This is also reflected in all of our engagement mechanisms both online survey and twitter poll.

**Survey Results: Agree 41.3% Disagree 58.7%**

**Twitter Poll: Agree 30% Disagree 70%**



Targeted engagement also took place with groups affected by this mandate teachers, governors and parents.

Concerns and comments raised at group session with parents:

#### The School

- Deri View is not being promoted as a school of excellence by Monmouthshire County Council even though it provides a high standard of learning and support for pupils with additional learning needs.
- Plans for pupils with specialist needs – how will they receive the support they need without the unit?
- The school will never be at full capacity by closing the unit less children will go there.

#### The Consultation Report

- Figures in the report are not accurate.
- There is a feeling that the decision to close the unit has already been made.
- Where the savings are made – how will transferring staff to other schools make savings?
- School was shown in a poor light this will discourage other parents who may wish to send their child to the school.
- Children not yet of school age with additional learning needs

- Children with additional learning needs attend the Acorn Centre and there are pupils in the schools nursery who are not included in the report as needing support.
- Where children will go when they leave the Acorn Centre and Nursery
- The nurture and supportive environment they receive at the moment will reduce if they learn in a mainstream environments.

### **Pupils with additional needs learning in mainstream school**

- Lack of 1-1 Support in main stream school
- Support plans need to be in place for the children who have additional needs when they are placed in mainstream classes.
- The needs of the pupils are talked of as being met in mainstream school – how can you monitor this?
- Children who are in mainstream school will suffer academically due to disruption of pupils with additional needs learning in the same classroom.
- Teaching staff will become distracted by having other adults (Teaching assistants) in the class room when they are teaching.
- The level of support children with additional learning needs will receive will be of lower quality.
- Children need to be nurtured and supported from an early stage this cannot be carried out in a mainstream class.

### **Pupils with specialist need**

- The provision for children who need specialist support who cannot learn in mainstream school has not been considered.

### **Autistic children**

- Transporting autistic children to a school 20 mins away will be detrimental to their learning and emotional health.
- The report has not taken the needs of autistic children
- Transporting children to other resource units e.g. Overmonnow Primary School
- Money will not be saved if the you have to transport pupils to schools out of catchment
- What will happen when these units become oversubscribed?

### **The future of additional learning needs provision**

The lack of Special Need Units from 3 in the county to 2 if Deri View closes will not be enough for the future. □ More and more houses built will increase the number of children in our schools.

## **Comments raised through wider engagement**

### **Disagreement of the mandate**

- I think this is an outrage
- Protecting our children and supporting families must be a priority surely?
- There is already adequate provision,
- Cut costs elsewhere e.g. Senior council staff
- Disagree whole heartedly with this until you provide a full and proper replacement for the invaluable provision.
- We need to support most vulnerable and this should not be a budget cut area
- This is a retrograde step which will lead to children with special needs travelling long

- Why are we supporting children out of the area? Distances for schooling out of county, with extra transport costs.
- The costs to the school budget for a fully inclusive approach to meet the needs of SEN pupils would not be saving money. This money would still need to be spent so that it does not have a detrimental effect on other pupils. Specialist support is necessary and valuable and the Local Authority has a duty of care to all children and young people. This would potentially have a negative effect to many pupils not just SEN

#### **Agreement of the mandate**

- You should be reviewing and ensuring services are robust at all times, not just now money needs to be saved. Families with children with special needs need support, I'm not against closing down a poor service so long as a better one is made available.
- As long as the needs of all these children are met at facilities close enough for the families to manage on a daily basis then that will be fine. Otherwise definitely not.
- Agree a review a good idea. Promotion of dyslexic friendly status and training for all teachers in school for a more integrated, cohesive experience. (can only speak from experience with dyslexia provision)
- As long as education is provided elsewhere.

#### **Concerns over the additional provision for pupils**

- As long as provision elsewhere
- As long as provision is made for these children elsewhere
- You are failing to realize how many children need support. In the future, it'll cost u dearly
- This service is essential for many children unless another school is provided.
- Where will pupils go? What will the building be used for? Will there be empty classrooms it's a new school!
- As long as more will have adequate provision.

#### **Families and children need to stay in and get support in their own community**

- Families need appropriate support locally
- Outrageous to consider sending such young children even further afield. How are they meant to build relationships with local friends
- Not enough help for parents of children with additional learning needs.
- This will just build problems for the future with disaffected children fed up with education. This needs more money. These are our children.
- The impact on these students moving to a new school and environment is unfair and also it will have an impact on the parents having to travel further afield to have their children in safe care.
- I feel that young children with additional learning needs to be with their community where it matters both for transitions between home life and school. Each child is a very individual case so where it may seem fit for one it may not be fit for others and I feel that some of these children need to bead happy within their lives and teach them true life skills.
- If the children can be accommodated elsewhere then ok.

#### **Consider volunteers to help support pupils who need 1-1 support**

- Keep this unit open, look for sponsoring or volunteer to support. I for one I work with special needs children & could volunteer a Friday afternoon. With collaboration of parents and support

### **Increase in children being diagnosed – will their provision for more pupils?**

- Too many children are diagnosed with SEN as an ex teacher we taught within large classes in the schools.

### **Disruption from pupils with ALN in mainstream classes**

- Children still require 1to1 in mainstream classes which costs more than units and disrupts the mainstream classes
- You must not affect the learning of 'normal' children
- Pupils who need 1-1 support may disrupt the pupils in mainstream.

### **Need for centralised school to enable pupils with special need to learn**

- Deri view never catered for pupils with SEBD we need a proper special school in Monmouthshire for primary pupils and secondary school provision in the county for pupils to move onto. They should not have to go out of county. In the long run this would save money in the placements and transport out of county.
- Also need to look at remaining small mainstream schools in Monmouthshire with high costs per pupil (staffing/premises) and surplus places and consider closing them and transferring pupils to larger schools such as Deri View which still has a large number of surplus places itself.

### **Maintain provision whatever the cost**

- Find a way. Increase council tax, increase parking charges, levy a community tax on local businesses operating above a certain turnover, turn off street light, do whatever is necessary but do not have those children already suffering suffer even more due to lack of funds.
- Children and their education must come first.
- No this is already massively under resourced and not scratching the surface how can a reduction event be considered?
- Strongly disagree. ALN children need such funding to achieve

### **Work with neighbouring authorities**

- Join up with neighbouring councils

### **Agree with ALN pupils learning in mainstream school**

- Provide integration within the usually classes instead of segregating SEN pupils but still keep original staff for extra support within classrooms
- I think we need to look at a different approach to helping children with Learning difficulties we need to look carefully before labelling children as " Special Needs"

### **Disagree with ALN pupils learning in mainstream school**

- Some children need 1-1 support and cannot deal with mainstream
- Totally disagree too many children need specialist support and this cannot be provided in mainstream classes.

## Mandate 21 Town and Community Councils

Whilst there is a general agreement with this mandate there are concerns about the ability of town and community councils to take over the delivery of services

**Survey Results: Agree 84.1% Disagree 15.9%**

**Twitter Poll: Agree 62% disagree 38%**



Comments:

### Communities need to work together

- Communities know their communities best!
- Mutual Liaison between HQ and localities
- Involve community involve local community I.e. volunteers e.g. Usk Hub ☐  
Room for improvement with better toilets.
- Agree in part, but some areas have been let down by the council and are still waiting for community provision, such as community centre in Magor & Undy.
- In Usk this has largely occurred with the exception of the library.
- Local autonomy is generally a good thing
- Should be encouraging communities and not councils to take on these responsibilities

### Questions about the impact of maintaining services

- Don't be so stingy. Local communities won't be able to raise the cash necessary by themselves.
- Where will the extra funding come from?
- As long as they have the correct funding
- Basically agree but I make a plea that town/community councils retain ownership of t/heir local services. The way that T/C was portrayed was that there would be a % taken by MCC it is impossible that this idea is dispelled.
- As long as there is the capability and capacity within local councils and communities to do this.



### **Impact on precept:**

- Then the costs will come to us via the precept. Are town councils really up to the task? I would rather development trusts take on these sorts of initiatives and money paid to them either from the precept or increased council tax.
- This would result in community councils needing more money and so they would ask for more money from council tax payers. Not fair on us ☐ Concerned about increase of precept.
- Precept will increase if this happens.
- Concerned that inefficient and perhaps incompetent community councils could end up costing use more through their precept.
- Will precepts have to increase making the Community Councils look like the bad guys?
- Need more support
- Private sector involvement

### **Skills and training to empower councils and communities**

- Most do not have skills and in effect you would pass on increased costs to them ☐ Give volunteers incentives to volunteer to get more people involved.
- Fully involve residents/interested parties all the way through the process.
- Town councils should be more involved.
- Town council needs to join twenty first century to make this plan work ☐ Assist community groups to manage dedicated community buildings.
- I believe that in theory, this is a good idea, but I do not think most town and community councils have the knowledge or ability to take on such large services.
- You are expecting volunteer councillors to take on a lot of responsibility. Will you also be passing on the part of the council tax that funds these services?

### **Less town and community councils**

- Money could be saved by having less town and community councillor a, mayors and all the trappings they are not needed and don't provide anything useful.
- They need to prioritise just like every other public sector service. However where possible they should contribute rather than take them on as this will probably end up more costly. Possibly organising on a regional basis less spend on admin and more on direct services
- What you really mean is that services will have to be cut but you will be able to blame local communities. In addition, i have no faith in our local town council to do anything proactive with service provision
- I think we should merge Councils why do we need a 2/3 tier system?
- Talk to smaller Community Councils, not just towns, about savings and cluster working
- I would remove town and parish councils and use the money we pay them for services provided by MCC

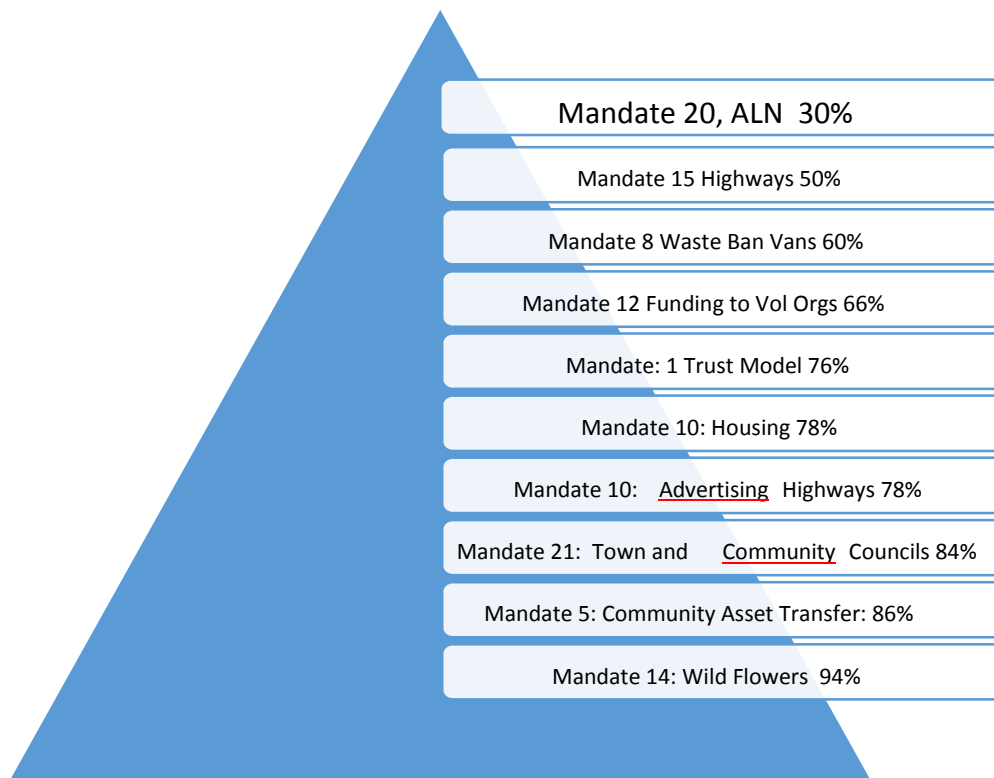
### **Concerns about maintaining services**

- Privatised them. If they do not stand up commercially why fund them through council funds? This sort of money can be redistributed to keep Deri View open for example!
- These will be unable to survive without council financial support.
- Agree in helping if it helps to keep them open.

- This will mean giving responsibility for a statutory service to town councils avoiding county councils responsibilities. You are passing any blame for not providing the services to someone else, as usual.
- Not a clear question, need clarity - what is a 'community hub'? How can town and community council run them better than the local authority? Some services such as libraries are statutory and need to be adequately run and funded by the local authority. Why should residents continue to pay some of the highest taxes in Wales when the local authority is considering handing over services to others to run?
- What else would you do close them all?
- But less emphasis on these services, the majority of people will not be able to access museums and such in 9-5 hours so why have them open during those times, perhaps just open this as a weekend service

An overview of the survey results in agreement of all mandates:

% of people agree with mandate



Our communities felt that the majority of our ideas were practical and a common sense approach to making savings.

The mandate people agreed with the most is Mandate 14 Wild Flowers this is a positive and reinforces our knowledge that our communities love our wild flowers. Whilst Mandate 5, 21 and 10 are ideas that communities welcome to ensure that services continue to exist. The people that we have talked have welcomed us informing them of the possible changes to the way some services may be delivered but still continuing to prioritise those that are important to our communities such as education and social care.

The mandate that has had the most disagreement is Mandate 20. This mandate affects families in Monmouthshire and is an emotive subject to go out and talk to those affected about. The engagement with all groups affected has been positive and led by the Additional Learning Needs Team.

## **Recommendations**

The engagement methods that we have used to inform and engage our communities this year have been good but we have noticed that some methods are maybe better used for specific areas of our communities.

We are always looking for new ways to engage and will use our knowledge to improve on and expand future engagement.

## **Public Meetings**

Our public meetings have continued to have low attendance numbers in some of our towns. We should look reducing the number of public meetings so that there would be one in the north of the county and one in the south.

The use of live streaming at the Usk meeting was a good method of capturing the information we are providing and enabling people to watch it on our You Tube Channel at a later date. We would like to continue this method.

## **Community Engagement**

We continued this year to visit our towns, in some areas we used the exhibition trailer. The trailer proved a useful attraction. We have also invested in a Monmouthshire Engages Pop Up banner which we have also taken on our travels across the county.

The exhibition trailer is something we would look to use more of in the future.

The possibility of better positioning in our towns and working with our partner organisations such as ABUHB to work with them if they are engaging in Monmouthshire.

## **Targeted Engagement**

Our engagement with those affected by some of the changes we are proposing was effective however this could be expanded on for future engagement. We will continue to work with community groups, friends of groups and individuals that would welcome information and the opportunity to share their thought and feelings on particular issues. We found our engagement in leisure centres very useful, this also opened up ways for people who may not have had the chance to participate such as parents and older people.

Our work with the Access for All Forum continued this year and enabled many people to attend a meeting in the daytime. This group welcomes information from Monmouthshire County Council. Many members of the Access for All Forum are member of a variety of groups such as Action 50+, People First – a disability support group have discussed the budget in their meetings. This members came along to the group already informed. We

will continue to work with the group. There are many other groups such as The Parent Network, who we can work with in the future to engage as widely as possible.

### **Social Media**

As the world evolves and technology is becoming relied on more and more to inform and engage we have tapped in to this more and more to engage with our communities. Both Twitter and Face book were very positive methods this year. We will definitely continue to enhance our use of social media. The Twitter poll proved popular and very engaging. Face book is a platform that is used widely and we have found that posting films creates many likes and shares. This is very positive and we will continue to use this in the future.

### **Online Survey**

Our online survey was an asset to capturing information. We will continue to enable as many people to participate in our engagement and the survey was yet another mechanism for people to share their thoughts.

### **Website**

This year we aimed to be as open and honest. Mandates, EQIA/FGE's were available on Monmouthshire Engages pages of the website. 564 people visited this page, we will aim to expand on this in future. The website was promoted via social media and our leaflets.

**MONMOUTHSHIRE COUNTY COUNCIL**

**Minutes of the meeting of Joint Advisory Group held  
at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Monday, 26th October,  
2015 at 10.00 am**

**PRESENT:** County Councillor P. Murphy (Chairman)  
County Councillor A. Easson (Vice Chairman)

County Councillors: D. Dovey, E. Hacket Pain and J. Higginson

**OFFICERS IN ATTENDANCE:**

Kellie Beirne	Chief Officer, Enterprise
Roger Hoggins	Head of Operations
Jan Davies	Trade Union Representative
Richard Garner	Trade Union Representative
Peter Short (Trade Union)	Trade Union Representative
Rowena Hayward (Trade Union)	Trade Union Representative
David Gunter (Trade Union)	Trade Union Representative
John Pearson	Local Democracy Manager

**APOLOGIES:**

Councillors J. Crook

**1. Declaration of Interest**

None received.

**2. To confirm and sign the minutes of the Joint Advisory Group of 15th June 2015**

The committee approved the minutes of the previous meeting.

**3. Draft Budget Proposals 2016/17 for Consultation**

The chair summarised the current budget position being as tough as its ever been with next year likely to be even harder but focus is needed just to get through this year. The mandates being presented are ideas and not firm proposals which contain a number of assumptions rather than definitive details. However, mandates may become proposals given the need to save money. The chair informed the committee that there is a reliance on external money through raising charges for fees and services and bringing money in from external sources. There is a current deficit of £1.7 million out of the £6.4 million savings required, further details on the deficit savings will be brought to a future meeting of the committee.

The Chair worked through the budget summary list and gave an overview of the proposals contained in each mandate.

**Mandate 2a and 2B– Increase in residential/nursing & domiciliary care fees due to introduction of the Living Wage**

Members of the trade union queried why this area was receiving greater levels of market protection to other areas of the Council. The Chief Officer for Enterprise informed the committee that the authority must conform to certain standards and expectations of the service area which

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Joint Advisory Group held at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Monday, 26th October, 2015 at 10.00 am

the authority has little control. There is still no firm date to implement the living wage in the service area but its expected to be from 1<sup>st</sup> April 2016.

Whilst the Trade Union agree with the points raised by the Chief Officer, they queried the process of the Government reducing funding to local authorities whilst implementing the living wage at the same time, which must be met by the local authority who forward that funding to the private sector to deliver the service. If the service was delivered in house the minimum wage would already apply across the board to those who are providing the service.

A discussion then took place around the legal requirements of the authority with examples of case law from other local authorities provided to support the need to move to the living wage.

#### **Mandate 2C – Waste and street services**

A brief overview of the mandate was provided by the Head of Operations which include a need to update the fleet of vehicles operated by the authority, an increase of the number of properties that use the service as well as an overall increase in waste from households. The mandate assumes 0% uplift in contract fees unless the contract is aligned to a specific inflation index. The Head of Operations also informed the committee of the potential for a 25%-30% reduction in the grant funding in coming years which will affect the service across Wales and local authorities are trying to include the costs associated with the service in the RSG to minimise the impact.

Members queried whether initiatives could be introduced to reduce the level of waste being generated but were informed the issue isn't the amount of waste generated by households but the additional packaging with goods that is increasing the overall load.

#### **Mandate 2d – Passenger transport unit school transport**

The Head of Operations briefed the committee on the budget pressures in the passenger transport unit and the increase in costs associated with additional learning needs transport. Initiatives were put in place to alleviate the pressure in this area which had not been successful and has therefore continued to overspend. Other budget issues relate to Welsh School Transport and the failing to realise potential income.

Members queried the additional pressure placed on the passenger transport unit budget due to the closure of Deri View School and whether it should be the education department who should be funding the transport for school related journeys. The Cabinet Member for Education advised the committee that the closure of the school has minimal impact as children at the school were already scheduled to attend other schools and the overall cost of the service is a council issue and is not directorate specific.

The Head of Operations informed the committee that the passenger transport unit provide both school transport as well as public transport and public transport may need to be reviewed in future years but the current mandates only relate to school transport.

#### **Full Mandates / Budget Summary**

**B1 – Assess the feasibility to establish a not for profit service delivery model (tourism, leisure and culture)**

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Joint Advisory Group held at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Monday, 26th October, 2015 at 10.00 am

Members of the trade unions informed the committee that they have a lot of experience in these types of business models being run in other local authorities but wanted clarity on the scope of the mandate and how many staff are effected as the plan appears large compared to a trust associated with purely leisure centres.

The Chief Officer for Enterprise advised the committee that the mandate is advancing and changing constantly. Whilst the terms trust is the recognised terms other business models are being considered such as mutual or co-operatives which are owned by the staff. There is between 200 and 300 staff effected by the proposals in the mandate. The Chief Officer confirmed that the Council is liaising with other authorities with experience in setting up these business models to learn for their experiences. The committee were also informed that staff effected by the mandate are keen to move to a new service model which should help to alleviate some of the constraints and issues the services are currently facing.

Members questioned the effect on school services using leisure facilities where they would not be operated by the local authority anymore and whether they would still be available for use and would there be additional costs associated with it? The committee were informed that there are service level agreements in place between leisure and education which would need to be reviewed and firmed up to ensure continuous arrangements are in place that suit everyone.

Members also queried the capacity of a trust to support staff through a subsidiary rather than directly through the local authority and who would the trust be responsible for reporting to given the level of council investment. The Chief Officer informed the committee that the trading element of the trust lies with them and would be its responsibility to make a profit and that reporting responsibilities would be included in the governance arrangements as the subsidiary is established.

#### **B2 – Rationalise Business Support Teams**

The trade union queried whether the review is county wide or specific to County Hall. The committee were informed that the review is looking across the board with chief officers and whether there is the option of reduced or flexible hours that can be implemented to reduce the potential for job losses.

Members also queried the effect of the increase in support functions amongst staff due to reductions already implemented and their capacity to cope and continue to support. The Chief Officer informed the committee that it is looking at general support rather than specific support services.

#### **B12 – Second phase review of grants/subsidies to third sector discretionary bodies**

The chair informed the committee that most third sector organisations are voluntary run with little staff resource and means they will need to look at other sources of income. Abergavenny Theatre will see an impact in a cut in its funding and will need to move to a more sustainable model for the theatre.

Members of the committee did not want to see a reduction in the funding levels to CAB's. The chair informed the committee that councillors are attending meetings and informing groups of the reductions and other potential sources of income to allow them to accept a reduction in funding rather than a total withdrawal of funding.

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of Joint Advisory Group held at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Monday, 26th October, 2015 at 10.00 am

#### **B13 – Highways Infrastructure – Income Generation**

The committee were informed of a provisional list of 140 sites for potential advertising and are currently reviewing those sites with planning. Following public consultation some sites have been amended or removed to ensure they are in keeping with its surroundings.

#### **B14 – Grounds Maintenance – Funding Review**

The committee were informed that there are possible staffing implications with this mandate due to the withdrawal of Chepstow sexton service which has been withdrawn so will continue for the time being. Currently any funding issues have been managed with vacancies not being filled and retirements. To ease the burden further there is potential for reviewing charges for services in the future.

#### **B15 – Highways Maintenance Review**

Mandate proposes a reduction in three staff, two will be funded by SEWTRA going forward and no compulsory redundancies are anticipated due to the retirement of other posts. It is still a priority to retain emergency response service for winter maintenance and training of other council staff to support the service.

The committee queried whether apprentices could be employed to support the service going forward. The Head of Operations informed the committee that they are hoping to take on two apprentices in the waste department this year but there are still cost implications for the council in employing apprentices.

#### **B16 – Flexible Employment Options**

The trade unions raised concerns around this mandate with regard to the same level of work needing to be complete but fewer staff available to do it as well as questioning the additional welfare support that will be available to support staff. The Chief Officer for Enterprise agreed with the concerns of the trade union and confirmed that take of flexible employment will be on a voluntary basis but will need constant reviewing to ensure capacity is available.

#### **B19 – Property Services & Facilities Management Review**

The committee were informed that there are no direct staffing implications associated with this mandate but are reviewing how the estate is managed. Trade union raised concerns around sudden decisions being made with regard to accommodation that are not being filtered down to staff. The chair agreed to put this as a standard item on the agenda for future meetings to keep members updated.

#### **Any other business**

The trade unions raised a general query regarding the implementation of the National Living Wage which will rise from £7.20 to £9 per hour by 2020 and whether this is being factored in to the Medium Term Financial Plan of the authority. The Chief Officer for Enterprise confirmed that the MTFP contains pressure relating to the increase in the national living wage up to 2020.

#### **4. To note the date and time of the next meeting of the Joint Advisory Group as 25th January 2016 at 10:00am at County Hall, Usk**



**MONMOUTHSHIRE COUNTY COUNCIL**

**Minutes of the meeting of Joint Advisory Group held  
at Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA on Monday, 26th October,  
2015 at 10.00 am**

**The meeting ended at 12.05 pm**

This page is intentionally left blank

## Appendix B1 – Response to Welsh Government on the Provisional Settlement

Simon Edwards  
Local Government Funding and  
Performance Branch,  
Welsh Government,  
Cathays Park,  
Cardiff.  
CF10 3NQ

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

Dear Mr Edwards,

### Re: Provisional Local Government Settlement 2016/17

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

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

When comparing like for like, Monmouthshire's reduction is 3.1%. As there is no floor the provisional settlement this has done nothing to alleviate our position as the worst funded Council in Wales per head of population. In addition, looking forward to 2017/18 and beyond, the prospect of continuing to receive one of the worst settlements in Wales each year for Monmouthshire, means that key services are facing extreme pressure.

As a rural authority we fully support the attached proposal for a Rural Stabilisation Grant submitted to the Minister by the WLGA and would emphasise the following points:

- There is clear evidence that many rural issues are underplayed in the Welsh Index of Multiple Deprivation which impacts on the formula and leads to a concern on a lack of indicators to identify specific rural issues.
- In terms of the 2016/17 provisional settlement this has left rural authorities such as Monmouthshire with greater reductions than the average.
- The distribution of reductions across Wales around an average reduction of 1.4% with a range of 4% is excessive for a small country.
- The introduction of a Rural Stabilisation Grant for 4 rural authorities with the greatest reductions, could limit these reductions to a more manageable level and would not affect the settlement of other authorities. Limiting the reduction to 2.5% would cost £4.74 million, and Monmouthshire would welcome this amendment.

Monmouthshire notes the priority afforded to education and social care budgets. However in a reducing resource envelop there is a need to distinguish between protecting services and protecting budgets. Every service area needs to be looked at and ways of improving efficiency and effectiveness implemented which enables budgets in education and social care to be contained whilst still providing priority outcomes. Providing Authorities with the maximum flexibility to manage their budgets in this way would be welcomed.

Monmouthshire supports and encourages the transfer of specific grants into the settlement and is disappointed that more progress has not been made in this regard. All Council areas have some level of need and the grant regime fails to recognise this in some instance (for example Communities First). If there are opportunities to put more grants into the final settlement this would be welcomed providing it continues to be distributed on the same basis as the original grant to prevent large changes at a very late stage in the process.

On capital account, the settlement does not address the previous reductions in capital funding and is still therefore a serious concern, especially as it comes at a time when councils are struggling to raise capital receipts from asset sales. The need to invest in priority areas such as 21<sup>st</sup> Century Schools, waste management, carbon reduction and infrastructure remains high, with WG support remaining a critical success factor.

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

**Yours sincerely,**

**Councillor Philip Murphy – Cabinet Member**





**Our Ref/Ein Cyf:**  
**Your Ref/Eich Cyf:**  
**Date/Dyddiad:**  
**Please ask for/Gofynnwch am:**  
**Direct line/Llinell uniongyrchol:**  
**Email/Ebost:**

ST/SJ

15 December 2015  
Steve Thomas  
029 2046 8610  
steve.thomas@wlga.gov.uk



WLGA • CLILC

Jane Hutt AM  
Minister for Finance & Government Business  
Welsh Government  
Cardiff Bay  
Cardiff  
CF99 1NA

Dear Minister

### **Rural Stabilisation Grant**

The WLGA's Rural Forum met yesterday and considered the case for a Rural Stabilisation Grant. They have tasked me to write to you setting out a proposal for consideration. During the discussion, members wanted to highlight the position in rural authorities which are consistently receiving the lowest average RSG settlements. They also highlighted additional pressures that are faced in providing community-based social services for older people over large geographic and sparse areas. As a result they are seeking a mechanism to address this.

Annexed to this letter is a paper for your consideration which is self-explanatory. The Rural Forum respectfully request that you give due consideration to this case set out and thank you for examining this issue.

Yours sincerely

**Steve Thomas CBE**  
Chief Executive / Prif Weithredwr

Steve Thomas CBE  
Chief Executive  
Prif Weithredwr

Welsh Local Government  
Association  
Local Government House  
Drake Walk  
CARDIFF CF10 4LG  
Tel: 029 2046 8600

Cymdeithas Llywodraeth  
Leol Cymru  
Tŷ Llywodraeth Leol  
Rhodfa Drake  
CAERDYDD CF10 4LG  
Ffôn: 029 2046 8600

[www.wlga.gov.uk](http://www.wlga.gov.uk)



# WLGA Paper

## Proposal for a Rural Stabilisation Grant

Jon Rae and Steve Thomas CBE  
029 2046 8620 – [jon.rae@wlga.gov.uk](mailto:jon.rae@wlga.gov.uk)

### Proposal

Following the publication of the WLGA Manifesto “Localism 2016” there is an acceptance across all councils that the funding formula which underpins the distribution of the Revenue Support Grant (RSG) is becoming outdated and requires overhaul. The WLGA has commissioned the leading academic Professor Tony Travers to chair an Independent Commission for Local Government Finance which is taking evidence on this along with examining other issues around the sustainability of the system. This will report in 2016.

Equally in 2012 WLGA’s Rural Forum commissioned a report from the Oxford Consultants for Social Inclusion (OCSI) “Getting the Measure of Rural Deprivation Wales”. This found clear evidence that many rural issues are underplayed in the Welsh Index of Multiple Deprivation which impacts on the formula and leads to concerns on a lack of indicators to identify specific rural issues, such as sparsity, employment access and quality, housing affordability, access to services, and cost of living. There is also a formula “squeeze” occurring as population growth in urban areas outstrips that in rural Wales in turn impacting on revenue distributions to education and other key functions. The disparities in the provisional settlement for 2016/17 see these issues becoming further pronounced.

### Summary

This paper sets out a two option proposal for a Rural Stabilisation Grant that would in effect limit the reductions in the local government revenue settlement at 2.5% and 3.0% respectively. The two options would:

- limit the reduction in Aggregate External Finance (AEF) for **4 rural authorities to 2.5% and would cost £4.74m**, or
- limit the reduction in AEF for **3 rural authorities to 3.0% and would cost £2.48m**

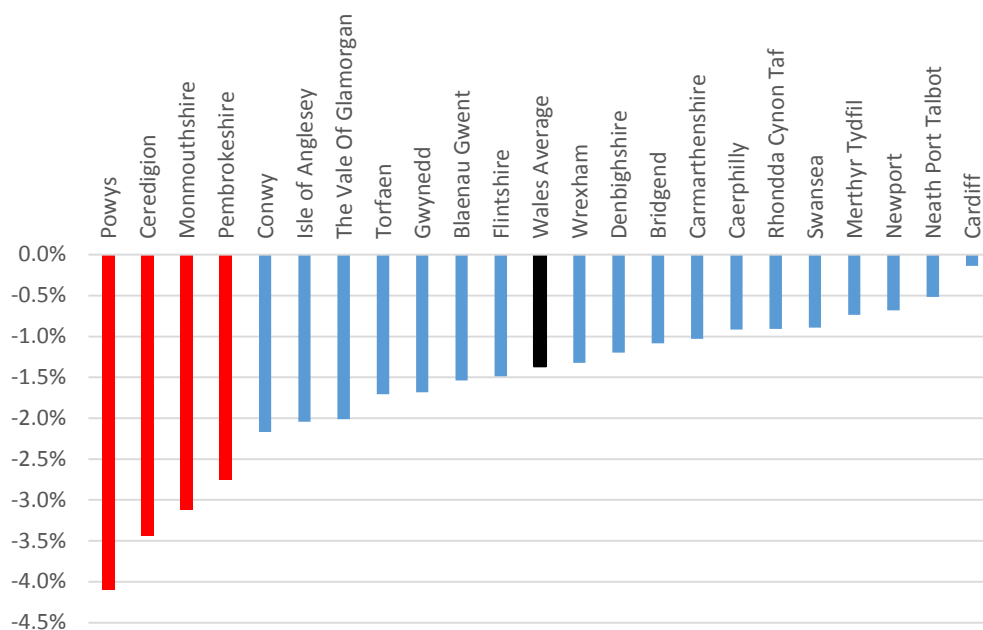
### Background

The local government settlement announced on 9 December produced a range of reductions in core funding (AEF) that varied between -0.1% in Cardiff to -4.1% in Powys. The overall reduction was less than the local government community had anticipated.



WLGA has worked in advance with Welsh Government to examine key pressures notably in social care which the latter has recognised. The settlement outcome is therefore one which has been welcomed by a majority of councils, but as stated the disparity between settlements in urban and rural areas is widening.

**Figure 1: Range of reductions in AEF 2016-17**



However, the settlement left 7 rural authorities with reductions greater than the Welsh average. Figure 1, above, shows 4 rural authorities clearly clustered at the bottom of the range: Powys, Ceredigion, Monmouthshire and Pembrokeshire. Three further rural based authorities namely Conwy, the Vale of Glamorgan and Ynys Mon are slightly better placed although their presence confirms the main thesis of this paper around rurality and the formula.

WLGA Leaders across the political spectrum, representing both rural and urban areas, are concerned about the impact on local public services in the effected authorities. The WLGA is proposing the creation of a **Rural Stabilisation Grant** that would limit the reductions to more manageable levels.

Table 1 below presents two options for a Rural Stabilisation Grant. The first option would, in effect, limit the reduction to 2.5% and would cost £4.74m. The penultimate column shows Powys as the main beneficiary at £2.81m, and the remaining £1.93m shared between Ceredigion, Pembrokeshire and Monmouthshire.

The second option limits the reduction to 3.0% and would cost £2.48m. Raising the threshold lowers the cost. The last column shows Powys would benefit by £1.93m, and the remaining £0.55m shared between Ceredigion and Monmouthshire.

**Table 1: Aggregate External Finance for 2015-16, 2016-17 and costings for two options.**

<b>Unitary authority</b>	<b>2015-16</b>	<b>2016-17</b>	<b>Amount req'd to limit AEF reductions to:</b>	
	<b>final AEF*</b>	<b>provisional AEF</b>	<b>2.5%</b>	<b>3.0%</b>
Powys	175,692	168,488	<b>2,812</b>	<b>1,933</b>
Ceredigion	100,010	96,570	<b>939</b>	<b>439</b>
Pembrokeshire	161,375	156,932	<b>409</b>	<b>0</b>
Monmouthshire	94,379	91,439	<b>580</b>	<b>109</b>
<b>Amount required for Rural Stabilisation Grant</b>			<b>4,740</b>	<b>2,481</b>

\* Based on table 1a of the LGF settlement tables, 15-16 base adjusted for OA Grant

## Proposal and Limit of Grant Funding

It is proposed that the WLGA Rural Forum debate these options and may wish to submit both options to Welsh Government for consideration. The absence of a floor funding mechanism in the provisional settlement does provide an opportunity to examine these issues without recourse to affecting the settlements of other authorities all of whom are seeking budget reductions. If Ministers are persuaded by this proposal it may require some further detailed work in terms of its impact on future settlements. As such we are proposing that this proposal is for 2016-17 only and further discussions would be required about its status as a small specific grant of becoming part of the RSG.

In any case the work of the Distribution Sub Group (DSG) is addressing a potential systematic deficiency in the funding formula. This is linked to the additional costs of providing domiciliary and community-based social services in relation to those travelling over a large geographic area. The successful conclusion of this work would largely address this issue for 2017-18 and beyond, subject to the validation of the method by the WG's Local Government Finance team.

## Recommendation

Members' views are sought on the options in this paper. (If approved by the Rural Forum the paper should also be reported to the WLGA Management and Audit Sub-committee)

## Appendix B2 WELSH LOCAL GOVERNMENT SETTLEMENT 2016-17

Provisional

Table 1c: Aggregate External Finance (AEF) per capita, by Unitary Authority, 2016-17

Unitary authority	Provisional AEF (£000s)	Provisional AEF per capita (£)*	Rank
Isle of Anglesey	91,925	1,310	12
Gwynedd	166,990	1,356	9
Conwy	149,429	1,287	13
Denbighshire	139,602	1,454	6
Flintshire	184,743	1,196	19
Wrexham	169,761	1,200	18
Powys	168,488	1,252	17
Ceredigion	96,570	1,269	14
Pembrokeshire	156,932	1,263	15
Carmarthenshire	251,685	1,333	10
Swansea	307,754	1,255	16
Neath Port Talbot	205,567	1,457	4
Bridgend	187,508	1,311	11
The Vale Of Glamorgan	150,443	1,167	20
Rhondda Cynon Taf	353,769	1,500	2
Merthyr Tydfil	89,188	1,485	3
Caerphilly	263,293	1,455	5
Blaenau Gwent	109,252	1,576	1
Torfaen	129,296	1,405	7
Monmouthshire	91,439	994	22
Newport	209,133	1,388	8
Cardiff	426,285	1,162	21
<b>Total Unitary Authorities</b>	<b>4,099,052</b>	<b>1,309</b>	

\* Based upon 2011-based, 2016 population projections

## Appendix C SPECIFIC GRANTS 2016/17

### Provisional

Table 9: List and estimated amounts of Grants for total Wales

Existing Grant name	£m	
	2015-16	2016-17
Adult Community Learning	3.737	N/A
Armed Forces Day Funding	0.020	0.020
Business Improvement Districts	0.203	N/A
Cardiff Bay Legacy Funding	6.253	6.146
Communities First (Clusters)	31.781	N/A
Communities LIFT <sup>1</sup>	0.944	0.992
Community Cohesion Grant	0.360	N/A
Domestic Abuse Service Grant - CORE	1.244	N/A
Education Improvement Grant for Schools <sup>3</sup>	142.594	N/A
Families First	43.422	36.152
First World War Commemoration <sup>1</sup>	0.214	N/A
Flying Start Revenue Grant	77.401	76.051
General Teaching Council for Wales <sup>1 3</sup>	6.000	N/A
International Education Programme <sup>1</sup>	0.665	N/A
Local Service Board Development Grant (LSB)	0.669	N/A
Mentoring & Networking Support for Head Teachers <sup>1 2 3</sup>	0.100	0.000
One Voice Wales <sup>1</sup>	0.093	N/A
Out of School Childcare Grant	2.300	2.300
Post-16 Provision in Schools	104.544	N/A
Pupil Deprivation Grant <sup>3</sup>	81.457	89.246
Pupil Deprivation Grant (Communities First)	1.601	N/A
Regional Collaboration Fund <sup>2 3</sup>	5.174	0.000
Remploy ESG	0.213	0.115
School Uniform Grant	0.736	0.736
Schools Challenge Cymru <sup>1 3</sup>	15.600	15.000
Successor Outcome Agreement Grant <sup>4</sup>	31.100	0.000
Supporting People	123.688	124.488
Town Centre Partnerships	0.422	0.422
Welsh Language Promotion & Facilitation (LA Element) <sup>1</sup>	0.375	0.401
Youth Crime Prevention Fund	4.900	N/A
Animal Health & Welfare Framework <sup>1</sup>	0.500	N/A
Bus Revenue Support	0.550	0.000
Bus Revenue Support (Traws Cymru)	1.500	2.071
Bus Services Support Grant	25.000	25.000
Ceredigion Oil Buying Syndicate <sup>2</sup>	0.059	0.000
Concessionary Fares Scheme	60.500	N/A
CyMAL	1.693	N/A
Development of the Seren Network <sup>1 3</sup>	0.300	0.100
Single Environment Grant	67.310	63.000
Heads of the Valley & Bridgend Effect Project <sup>1</sup>	0.219	N/A
NDR Open for Business Scheme <sup>1</sup>	0.250	N/A
NDR Retail Relief Scheme 2015/16 <sup>1 2</sup>	18.700	0.000
New Developments	0.395	N/A
Private Water Supply Risk Assessment <sup>1 2</sup>	0.004	0.000
Road Safety Grant	2.000	2.000
SBRI Innovation Catalyst Programme - Local Authorities	0.600	0.200
Travel Plan Co-ordinators	0.125	0.125
Wales Transport Entitlement Card	0.200	0.200
Young Persons Discounted Bus Travel Scheme/Youth Concessionary Fares	5.000	9.750
Youth Entrepreneurship in FHE <sup>1 3</sup>	0.926	0.819
Youth Work Strategy Support Grant	2.756	N/A
Delivering Transformation Grant <sup>3</sup>	2.770	N/A
Deprivation of Liberty Safeguard <sup>1 3</sup>	0.200	0.230
Social Care Workforce Development Programme	7.149	7.149
Substance Mis-use Action Fund <sup>3</sup>	22.663	22.663

Note: The information shown above details the grants where the amount that Total Wales will receive in 2015-16 and estimated amounts for 2016-17 are known. It is important to note that amounts for future years are indicative at this stage and are liable to change. Formal notification of grant allocations is a matter for the relevant policy area.

N/A = figures not available at time of publication

1. New Grant in 2015-16
2. Grant Ending in 2016-17
3. Grant is paid on a regional basis
4. Transferring into Settlement for 2016-17

APPENDIX D/1

	Original	December	Revised	Revised			Revised
Summary table of pressures	2016/17	2016/17	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
Demographics - managed through practice change		-	-	-	-		-
Pension auto enrolment	0	0	0	913	92		1,005
Increase in employers national insurance	968	968	968				968
Cost of Local development plan	125	125	125				125
Childrens social serivces - Cabinet report	483	483	483				483
Childrens services additional pressure	0	1,000	1,000				1,000
SCH Contract inflation care fees - residential	784	784	684				684
SCH Contract inflation care fees - domicillary care	347	347	247				247
Waste	1150	1,370	1,260	311			1,571
PTU	355	355	355	30	47	72	504
Provision for redundancy	0	0	450	250	250		950
National Living Wage impact		0	0	0	58	112	170
Living wage foundation increase from 1st April		0	68				68
SWFA precept		0	34				34
Welsh Language - compliance with standards		45	45				45
Treasury pressure	100	100	0				-
Legal services pressure		0	75				75
<b>Total Pressures</b>	<b>4,312</b>	<b>5,577</b>	<b>5,794</b>	<b>1,504</b>	<b>447</b>	<b>184</b>	<b>7,929</b>

Excluding schools  
Reserve funded

- 217  
- 1,482

This page is intentionally left blank

## Appendix D2

Pressure Mandate Proposal Number :

Pressure Mandate Title : Children's Services

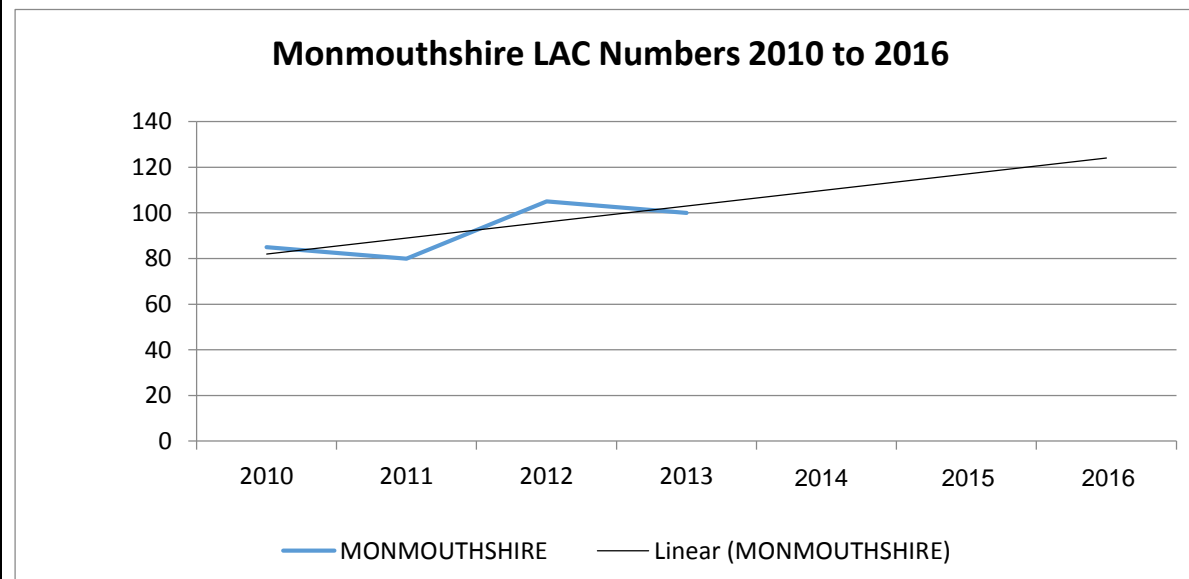
All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

<b>Mandate Completed by</b>	Tracy Jelfs
<b>Date</b>	25 <sup>th</sup> November 2015

### Why is this pressure required?

#### SERVICE DEMAND

As at Month 6 LAC demand reached 121. In July 2014 a three year projection for LAC numbers was submitted as part of the MTFP exercise as shown in the below graph demonstrating that LAC numbers could rise to 122 by 2016.



This was costed at a potential impact on the bottom line £902K. This pressure did not feature in the MTFP and as a result the external placement budget has a current overspend prediction of £823K. A more recent LAC projection for the next three years up to 2018/19 has been cast showing numbers are set to increase to around 133 and as a result demonstrate the pressure requirement.

## LEGAL DEMAND

Court proceedings continue at month 6 the activity was proceedings for 12 families initiated and 9 families concluded. There was a request during summer 2014 for additional legal support as there was increasing number of cases, costs for C2 applications and use of barristers. Additional capacity has been in place since approx. October 2015. A review of C2 applications and the use of barristers will take place in December; however, it may be too early to evidence a reduction in the use of barristers at this stage.

## STAFFING DEMANDS

Unprecedented sickness/ absence over the summer months in the service, combined with some vacancies, resulted in an increased reliance on agency workers, particularly in FST. Children's Services are required to have cases allocated to safeguard children and to comply with statutory processes and therefore the service is unable to leaving vacancies open until they are recruited to via normal channels or workers return from sick leave. However, every staff absence is assessed to see whether caseloads can be absorbed within the teams, prior to consideration of the use of agency staff. Recruitment is ongoing to fill posts as quickly as possible. There are a number of staff who are still off sick for a range of reasons. Children's Services staff monitor and progress absence with colleagues in Employee Services and a workforce plan is being put in place but the children's services workforce on a sustainable footing in the short to medium term. It is recognised that the workforce in the service needs to be stable to continue development and progression.

The table below shows the month 7 position regarding agency staff across Children's Services and the reason for the agency costs.

	<u>Agency Staff</u>	<u>Approx Saving from</u>	<u>Net Agency</u>
<u>Summary by Reason for using Agency Staff</u>	<u>Forecast</u>	<u>Established Post</u>	<u>Staff Cost</u>
Maternity Cover	39,800	(23,547)	16,253
Sickness Cover	191,345	(14,882)	176,463
Vacant Post Cover	174,712	(105,938)	68,774
Extra capacity	64,611	0	64,611
	470,468	(144,367)	326,101

All absence is monitored regularly between Team Managers, Service Mangers and Employee Services. Staff are returned to work as soon as possible with a phased return. We are then able to step down agency workers as and when appropriate. We currently have one member of staff on a phased return and one commencing a phased return from next week.



We have completed a round of adverts at the end of November 2015, which resulted in one candidate going forward to interview in mid-December. The advert has continued, but it is not likely that this will be successful due to the time of year. In January 2016 we will re-advertise.

The risk regarding recruitment is that there will be a low response to adverts. However, from experience the service often sees an increase in applications after Christmas, as students progressing through towards the end of their Social Work Degree are more likely to apply. This however would not resolve the issue, as Newly Qualified Social Workers (NQSW) cannot deal with Court and child protection cases as per requirements from the Care Council for Wales, which registers Social Workers.

Currently a model is being developed, which will consider the cost and benefits of developing a bespoke NQSW model for Monmouthshire, which will give the service a continued progression of newly qualified staff into the more complex work and will also give a focus on more input to families at the Child in Needs stage of the service, thus increasing prevention opportunities where possible. This model would require some agency workers during the first year to cover the first cohort in their development year with the authority.

It is recognised that a more consistent and stable workforce will assist in developing the staff group moving forward, currently training and development resources are at risk of being wasted as agency staff leave the service as people return from sick leave etc.

**Table of Movements (Cumulative) for Identified Risk Areas**

Budget Heading	Month 6 (Under)/Over Spend	Month 7 Cost Movement	Month 7 (Under)/Over Spend
In-House Fostering	156,000	(26,000)	130,000
Legal Costs	18,000	NIL	18,000
External Placements	823,000	58,000	881,000
YP Accommodation	(96,000)	4,000	(92,000)
<b>Totals</b>	<b>901,000</b>	<b>36,000</b>	<b>937,000</b>

The movement from month 6 to month 7 demonstrates the volatility in the budget due to a child's assessed need and appropriate placement options.

**How much pressure is there and over what period?**

<u>Children Services Projection (2015/16 - 2018-19)</u>		
	£m	Notes
<b>Yr 1 - 2015/16</b>		
Forecasted Overspend (M6)	1.18	121 LAC
<b>Yr 2 - 2016/17</b>		
Forecasted Overspend b/f from 2015/16	1.18	
Projected Cost of Existing 121 LAC to Reflect Best /Worst Cases	0.00	
Projected Cost of 1 Additional LAC	0.02	
Net cost saving of 60% reduction in use of Agency staff	(0.20)	
Forecasted Over/(Under)Spend excluding Business Cases	1.00	122 LAC
<i>Cost Avoidance / Cost Saving re Business Cases re 2016/17</i>	(0.02)	
Forecasted Over/(Under)Spend including Business Cases	0.98	
<b>Yr 3 - 2017/18</b>		
Forecasted Over/(Under)Spend excluding Business Cases b/fwd from 2016/17	1.00	
Projected Cost of 5 additional LAC	0.32	
Forecasted Over/(Under)Spend excluding Business Cases	1.32	127 LAC
<i>Cost Avoidance / Cost Saving re Business Cases 2016/17</i>	(0.02)	
<i>Cost Avoidance / Cost Saving re Business Cases 2017/18</i>	(0.18)	
Forecasted Over/(Under)Spend including Business Cases	1.12	
<b>Yr 4 - 2018/19</b>		
Forecasted Over/(Under)Spend excluding Business Cases b/fwd from 2017/18	1.32	
Projected Cost of 6 additional LAC	0.34	
Forecasted Over/(Under)Spend excluding Business Cases	1.66	133 LAC
<i>Cost Avoidance / Cost Saving re Business Cases 2016/17</i>	(0.02)	
<i>Cost Avoidance / Cost Saving re Business Cases 2017/18</i>	(0.18)	
<i>Cost Avoidance / Cost Saving re Business Cases 2018/19</i>	(0.44)	
Forecasted Over/(Under)Spend including Business Cases	1.01	
<b>Directorate &amp; Service Area responsible</b>		
<b>Social Care and Health- Children's Services</b>		

<b>Mandate lead(s)</b>	
Claire Marchant and Tracy Jelfs	

<b>Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?</b>		
Name	Organisation/ department	Date

<b>Has the specific budget pressure been consulted on?</b>		
Function	Date	Details of any changes made?
Department Management Team	monthly	Continued review of expenditure
Other Service Contributing to / impacted	n/a	
Senior leadership team	monthly	Continued review of expenditure
Select Committee	December 2015	Service and financial plan will be presented
Public or other stakeholders	n/a	
Cabinet (sign off to proceed)	January	Service and financial plan will be presented

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

<b>Final pressure approved by Cabinet</b>	<b>Date:</b>

Page 141

## 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.

<b>What are the outcomes of investing in the identified pressure?</b>
The Authority is required to comply with its statutory safeguarding and corporate parenting statutory responsibilities. All the funding pressures are as a result of work that is a statutory requirement and is necessary to safeguard children and young people. Therefore, none of these tasks can be suspended or delayed to save money. Demand remains high, with a number of cases requiring immediate filing to Court, such as, non-

accidental injuries and cannot be dealt with as a child in need or via child protection plan. Some of these cases have progressed from no intervention (level 1) straight into high level Children's Services (level 4) without any prevention taking place, due to the severity of the abuse/risks to the child or young person.

In Children's Services to comply with our statutory responsibilities each child has an assessment and we are required to meet identified needs from assessment, which may be monetary, provision of services, sign posting to other services etc. For children who are subject to Court processes we are required to pay for each hearing and to meet any direction from the Court, for example, external and specialist assessments as part of care proceedings. Therefore the costs vary for each case.

There are 64 children and young people in external placements ranging from secure to agency foster placements. The costs within this cohort are variable depending on needs and type of placement.

The Council agreed in April 2015, to fund additional posts to assist in developing and strengthening fostering and associated services, e.g. psychology support. There is a significant increase in SGO's, with evidence from workers that there would be more if there were sufficient support in place. An SGO worker has commenced with the service to develop this area of provision. Capacity has been increased to assess generic carers as much of the previous capacity dealt with Court demands to the detriment of the recruitment of generic foster carers. These workers have been recruited and will start work in the near future. Alongside this further psychology capacity has been funded to work with foster carers to increase skill levels to enable carers to deal with complex children, which it is envisaged will reduce moves for LAC children.

#### **Expected positive impacts**

- Services will be provided to children and young people to keep them safe and maximise their potential and well-being.
- Workforce becomes more stable with a low turnover of staff which will in turn improve morale and result in better outcomes for children and young people
- Transport move away from internal operating costs and internal movement of funds will reduce bureaucracy

#### **Expected negative impacts**

Additional costs to the Local Authority as a result of the pressures.

The service would continue to overspend with unrealistic targets

There would be increasing needs of children and young people, which would not be addressed.

Staff retention would suffer with more staff leaving. There is a national shortage of Social Workers, so staff would have opportunities in other areas.

If the pressure is not addressed this would come to the attention to the inspectorate and judiciary.

Local and national trends are not recognised by MCC of the needs of children and young people.

## 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?

Children's Services have provided evidence of cost pressures in DMT, SLT, Select etc. over the past months as they have become clear, on a monthly basis. Children's Services are able to advise on current costs and current demand. SLT have also been advised on a number of occasions that demand is not known regarding what will come through into the service at any given time and what the changes to care plans may be as a result of significant events for young people, for example, risk taking behaviour which can result in either a secure placement or a mental health section. A mental health section, would be at no cost to the LA and a secure accommodation order would cost in the region of £6000 per week.

LAC has increased over the past year. Going forward it is predicted that this will increase as noted above, which will continue demand on the service in this high cost area. It is evident from individuals case needs that the complexity continues to rise. In some cases it is evident that they have not been known to prevention services prior to input from Children's Services, because the incident that has arisen is so severe that it would not be appropriate to deal with issues in any other way than via statutory intervention.

Costs have been estimated from unit costs at month 6, which have been in place for 18 months in Children's Services and are adjusted every quarter following budget review. There can be a level of variance in the unit cost dependent on the types of placements in each quarter. Therefore we may have a low number of children coming into a LAC provision, but the cost variance may be significant.

The table below provides a cost projection for Children's Services:

<u>Children Services Projection (2015/16 - 2018-19)</u>		
	£m	Notes
<b>Yr 1 - 2015/16</b>		
Forecasted Overspend (M6)	1.18	121 LAC
<b>Yr 2 - 2016/17</b>		
Forecasted Overspend b/f from 2015/16	1.18	
Projected Cost of Existing 121 LAC to Reflect Best /Worst Cases	0.00	
Projected Cost of 1 Additional LAC	0.02	
Net cost saving of 60% reduction in use of Agency staff	(0.20)	
Forecasted Over/(Under)Spend excluding Business Cases	1.00	122 LAC
<i>Cost Avoidance / Cost Saving re Business Cases re 2016/17</i>	(0.02)	
Forecasted Over/(Under)Spend including Business Cases	0.98	
<b>Yr 3 - 2017/18</b>		
Forecasted Over/(Under)Spend excluding Business Cases b/fwd from 2016/17	1.00	
Projected Cost of 5 additional LAC	0.32	
Forecasted Over/(Under)Spend excluding Business Cases	1.32	127 LAC
<i>Cost Avoidance / Cost Saving re Business Cases 2016/17</i>	(0.02)	
<i>Cost Avoidance / Cost Saving re Business Cases 2017/18</i>	(0.18)	
Forecasted Over/(Under)Spend including Business Cases	1.12	
<b>Yr 4 - 2018/19</b>		
Forecasted Over/(Under)Spend excluding Business Cases b/fwd from 2017/18	1.32	
Projected Cost of 6 additional LAC	0.34	
Forecasted Over/(Under)Spend excluding Business Cases	1.66	133 LAC
<i>Cost Avoidance / Cost Saving re Business Cases 2016/17</i>	(0.02)	
<i>Cost Avoidance / Cost Saving re Business Cases 2017/18</i>	(0.18)	
<i>Cost Avoidance / Cost Saving re Business Cases 2018/19</i>	(0.44)	
Forecasted Over/(Under)Spend including Business Cases	1.01	

The figures noted below as at month 7 and as per the Month 7 Executive Summary

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year			Total pressure proposed
				15/16	16/17	17/18	
Legal Costs	181,630	18,000		18,370			
Agency Costs	0	326,101		326,101	130,440		
External Placements	2,577,324	881,000		930,000	881,000		
Transport	135,993	103,007		103,007	77,360		

### 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
Service and Financial Performance Accountability	Tracy Jelfs	Monitor on a monthly basis
Quality and Effectiveness of Social Work Practice	Tracy Jelfs	Monitor on a monthly basis
Capacity and Capability of the Workforce	Peter Davies/ Tracy Jelfs	Monitor on a monthly basis
Improved Commissioning	Claire Marchant	Monitor on a monthly basis
Contracting Officer to review external placement costs	Claire Marchant	Monitor on a monthly basis
Review of SLA and admin fees with Passenger Transport Unit	Richard Cope	Monitor on a monthly basis
Consider effective strategic commissioning around care leavers and parent and baby placements	Claire Marchant	Monitor on a monthly basis
External residential provision % costs paid by health	Claire Marchant/ Tracy Jelfs	Monitor on a monthly basis

Page 145

### 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)
Contracting Officer to review external placements, with a view to scrutinising costs. Commence January 2016	Short term contract for commissioning cover	A maternity vacancy will be used to cover this requirement in the short term whilst the capacity within the commissioning function within SCH is reviewed.

Capacity required to assist with the development of effective strategic commissioning around care leavers and parent and baby placements	Kellie Beirne has advised capacity could be available via SOLACE	
Focused HR support to Children's Services to assist with recruitment and development	Further discussions are required to identify the right capacity to develop the children's services workforce.	

## 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
Workforce	Tracker evidencing progress on recruitment						
External Placements	P and V IFA spreadsheet						
Finance	The monthly executive report will link in forecast outturn on the main cost drivers with activity data and outcomes against targets.						

Page 146

## 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
Financial Pressure	Operational	There is a risk that the reduction in looked after children predicted in the model underpinning the Plan will be	High	Actions in service and financial plan



		delayed or not delivered and consequently a greater net increase and base budget pressure		
Workforce Capacity	Operational	<p>There is a risk that the improvements to practice will be delayed as a consequence of continued challenges in recruiting and developing sufficient numbers of social workers with the skills needed to respond to need/demand. The actions within the developing workforce plan for children's services mitigate this risk.</p> <p>That there will be in an increase in staff leaving MCC</p> <p>Children will have multiple changes of social workers and this will destabilise children's well-being</p>	High	Workforce plan required
Service Capacity	Operational/ Strategic	This plan is predicated on a strategy of early intervention and prevention which requires a review of current investments from core budgets and funded through specific grants. There is a risk that reductions in specific grants and difficulties in decommissioning existing services, will mean the full	Medium	Commissioning actions will address this

		spectrum of early intervention and prevention services cannot be commissioned to create safe alternatives in the timescale.		
Transport	Operational/ Strategic	12.5 % internal admin costs to be removed reducing the 16/17 target overspend by £25K New plans and strategy for procurement does not realise savings Demand increases for transport	Medium	
HR capacity	Operational/ Strategic	Ability of HR colleagues to effectively cover case work and developmental needs.  Consistent knowledge and input to understand the needs of the service from HR.	High	Monitored via Workforce Tracker
LAC numbers will vary	Operational/ Strategic	This plan is based on a LAC population of 133. Risks are therefore evident if this number increases.  The case complexity of each child or young person is unknown. Therefore, the needs and type of placement may be in-house, external or high cost residential. This level of variance results in significant gaps in ability to forecast costs.	High	

## 7. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
LAC projection based on past influx of numbers into the service.	We know from past years that LAC numbers continue to rise on both a local and national level. We have used past trends to plot over the next three years how numbers as predicted to increase. Based on a similar exercise in 2014 it would seem that predictions are becoming a reality.	SCH DMT
Complexity of children who are LAC	When costing up the three year projected increased LAC numbers we have used the unit costs based on the current split and mix of placements. If that mix changes then the predicted cost of 133 LAC in three years' time could be much greater. The complexity of anticipated cases is difficult to estimate so the current situation has been used in the absence of further evidence to support an alternative approach.	SCH DMT

Page 149

## 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
End contracts of agency staff in Children's Services	This would leave in excess of 200 cases unallocated and no throughput of cases. This will not comply with MCC's statutory requirements. This has also been assessed to consider varying % of reduction in agency workers, this would have resulted in caseloads escalating further and unallocated cases. We would be at risk of charges from Court.	DMT
Move children to cheaper placements	This would not be in the child's best interest, could result in judicial consequences e.g. judicial review. The high cost specialist placements are not plentiful and these types of placements are hard to source. There are risks associated with high risk young people, such as child death etc.	DMT
Consider charging for	Currently not possible due to current legislation. Awaiting final version of Social	DMT

services to Children with Disabilities	Services and Wellbeing Act to consider this further in 2016.	

## 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.

This will be evaluated via the framework noted in section 5. This will be scrutinised via CSLT, DMT and SLT.

The finance monthly executive report has been expanded and will be presented to DMT each month.

## Appendix D/3

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.

<b>Mandate Completed by</b>	<i>Tyrone Stokes</i>
<b>Date</b>	<i>10<sup>th</sup> 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 £10,186,788 third party budget covering payments to residential/nursing care homes for the elderly supporting 280 placements as at 31<sup>st</sup> March 2015.

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.

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.

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.

### How much pressure is there and over what period?

£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 <sup>th</sup> July then challenge panel 4 <sup>th</sup> September
Joy Robson	Head of Finance	20 <sup>th</sup> July then challenge panel 4 <sup>th</sup> September
Simon Burch	Former SCH Director	20 <sup>th</sup> July
Julie Boothroyd	Interim SCH Director	20 <sup>th</sup> 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:**

## 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.

The total estimated pressure is £784,383 but a decision has been taken to opt for the high risk mitigation of reducing this pressure by £100,000 (£200,000 mitigation in total across domiciliary care and residential care sectors).

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	£684,383	0	n/a	£684,383	£	£684,383

### 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
There are two distinct areas of action: -		
Action 1 – Work with providers to gauge the level of workers under 25, any mitigation from future tax assistance by the Chancellor and VAT reclaims are maximised. Industry advice will be obtained from consultants such Rockhaven Healthcare Ltd to fully understand and maximise opportunities.	Shelley Welton and Tyrone Stokes	31 <sup>st</sup> March 2016
Action 2 – Embark on a piece of work to understand, review and scrutinise rate increases thereby entering negotiations to limit any impact.	Ceri York and Shelley Welton	Initial scoping by 31 <sup>st</sup> March 2016

Page 154

### 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.

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
<ul style="list-style-type: none"> <li>The number of people aged 25 and under is not known and any there is a risk we might over-estimate.</li> <li>There may be no compensatory tax breaks announced by the Chancellor.</li> <li>Many providers will not wish to take the opportunity to reconfigure to enable the recovery of VAT.</li> <li>Some providers have an active self funding market and may decide not to seek business from the Council thus placing areas where it is difficult to attract providers at greater risk.</li> </ul>	Both		<p>In considering the likely reductions that could result from undertaking these two courses of action it is suggested:</p> <ul style="list-style-type: none"> <li>A confident estimate: <b>£100,000</b></li> <li>With some risk of non-achievement: <b>£150,000</b></li> <li>With a high risk of non-achievement of all mitigations: <b>£200,000</b></li> </ul> <p>The decision at SLT has been taken to opt for the high risk action which spans both the National Living Wage pressures so £100,000 will be attributed to the Domiciliary care</p>	<p>Reduce the amount reflected in rates paid to providers by:</p> <ul style="list-style-type: none"> <li>Factoring in people who are under 25 who will not qualify for the National Living Wage.</li> <li>Assuming that the Chancellor of the Exchequer will introduce measures such as tax breaks to offset some of the effects of the National Living wage for providers.</li> </ul> <p>Making strenuous efforts to encourage providers to alter their status to enable them to recover VAT. Many of the care management arrangements in</p>

<ul style="list-style-type: none"> <li>• Much of the 'right sizing' work has already been undertaken so the likelihood of identifying significant reductions is limited.</li> <li>• Providers may decide not to accept Monmouthshire's business. Many of the spot purchase arrangements are in place to accommodate gaps in the market.</li> <li>• Some potential savings from reducing rates could be double-counted as they may have already been attributed to a separate adult services mandate.</li> <li>• Future transformation approaches are based on good relationships and this approach could put these at risk.</li> </ul>			<p>pressure and the other £100,000 to the residential care pressure.</p>	<p>Social Care and Health are individually negotiated. Whilst it is fully expected that providers will uplift the set rates to reflect the National Living Wage, Officers have agreed to undertake a process to review and scrutinise rates that appear to higher than the norm with a view to negotiating a reduced increase.</p>
--	--	--	--	--

## 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

## 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.

This page is intentionally left blank

## APPENDIX D/4

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.

<b>Mandate Completed by</b>	<i>Tyrone Stokes</i>
<b>Date</b>	<i>10<sup>th</sup> 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 31<sup>st</sup> 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
<b>Mandate lead(s)</b>
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 <sup>th</sup> July then challenge panel 4 <sup>th</sup> September
Joy Robson	Head of Finance	20 <sup>th</sup> July then challenge panel 4 <sup>th</sup> September
Simon Burch	Former SCH Director	20 <sup>th</sup> July
Julie Boothroyd	Interim SCH Director	20 <sup>th</sup> 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

<b>Final pressure approved by Cabinet</b>	<b>Date:</b>
---	--------------

## 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.

**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.

The total estimated pressure is £346,965 but a decision has been taken to opt for the high risk mitigation of reducing this pressure by £100,000 (£200,000 mitigation in total across domiciliary care and residential care sectors).

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	£246,965	0	n/a	£246,965	£	£246,965

### 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
There are two distinct areas of action: -		
Action 1 – Work with providers to gauge the level of workers under 25, any mitigation from future tax assistance by the Chancellor and VAT reclaims are maximised. Industry advice will be obtained from consultants such Rockhaven Healthcare Ltd to fully understand and maximise opportunities.	Shelley Welton and Tyrone Stokes	31 <sup>st</sup> March 2016
Action 2 – Embark on a piece of work to understand, review and scrutinise rate increases thereby entering negotiations to limit any impact.	Ceri York and Shelley Welton	Initial scoping by 31 <sup>st</sup> March 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..

Page 162

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
<ul style="list-style-type: none"> <li>The number of people aged 25 and under is not known and any there is a risk we might over-estimate.</li> <li>There may be no compensatory tax breaks announced by the Chancellor.</li> <li>Many providers will not wish to take the opportunity to reconfigure to enable the recovery of VAT.</li> <li>Some providers have an active self funding market and may decide not to seek business from the Council thus placing areas where it is difficult to attract providers at greater risk.</li> <li>Much of the 'right sizing' work has already been undertaken so the likelihood of identifying significant reductions is limited.</li> <li>Providers may decide not to accept Monmouthshire's business. Many of the spot purchase arrangements are in place to accommodate gaps in the market.</li> </ul>	Both		<p>In considering the likely reductions that could result from undertaking these two courses of action it is suggested:</p> <ul style="list-style-type: none"> <li>A confident estimate: <b>£100,000</b></li> <li>With some risk of non-achievement: <b>£150,000</b></li> <li>With a high risk of non-achievement of all mitigations: <b>£200,000</b></li> </ul> <p>The decision at SLT has been taken to opt for the high risk action which spans both the National Living Wage pressures so £100,000 will be attributed to the Domiciliary care pressure and the other £100,000 to the residential care pressure.</p>	<p>Reduce the amount reflected in rates paid to providers by:</p> <ul style="list-style-type: none"> <li>Factoring in people who are under 25 who will not qualify for the National Living Wage.</li> <li>Assuming that the Chancellor of the Exchequer will introduce measures such as tax breaks to offset some of the effects of the National Living wage for providers.</li> </ul> <p>Making strenuous efforts to encourage providers to alter their status to enable them to recover VAT. Many of the care management arrangements in Social Care and Health are individually negotiated. Whilst it is fully expected that providers will uplift the set rates to reflect the National Living Wage, Officers have agreed to undertake a process to review and scrutinise rates that appear to higher than the norm with a view to</p>

<ul style="list-style-type: none"> <li>• Some potential savings from reducing rates could be double-counted as they may have already been attributed to a separate adult services mandate.</li> <li>• Future transformation approaches are based on good relationships and this approach could put these at risk.</li> </ul>				negotiating a reduced increase.
--	--	--	--	---------------------------------

## 7. Assumptions

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

Page 164

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	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	Julie Boothroyd

	<p>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>	
Reduce services provided	<p>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.</p>	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.

This page is intentionally left blank

## Appendix D/5

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	Rachel Jowitt
Date	09/12/15

### 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. A procurement exercise has been undertaken and it is forecast that expenditure over 2016-17 will amount to **£715,000**.
- 2.) Sustainable Environment Grant – WG have indicated (with the RSG publication on 9/12/15) that a 6.4% reduction will be applied to the grant. Whilst MCC still has to determine the distribution of the grant (sustainability, countryside, flooding, waste & local environmental quality) the vast majority has been spent within recycling and waste. A 6.4% cut amounts to a **£121,833** reduction. This is better than the 10%+ cut that was anticipated. In the modelling however, given indications from WG a 10% reduction has been modelled in subsequent years.
- 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) = £30k. Total from pressure = **£251,862**
- 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 year's 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. This is also mitigated through a reduction by Cardiff Council on the Project Gwyrdd Management Contribution which is £20k less than anticipated through prudent management of current budget. Total pressure = **£166,207k**

Summary table:

MRF Contract	£715,000
Sustainable Environment Grant 10% reduction	£121,833
Fleet & impact of route optimisation	£251,862
Increasing waste & contract indexation	£166,207
<b>Total</b>	<b>£1,254,902.95</b>

These costs are for 2016-17 only. Further pressures have been identified for 2017-2019 amounting to £677k (£344k in 2017-18 and £333k in 2018-19). This is mainly due to the MRF contract, 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), increasing waste arisings and a continued reduction in the grant.

It is recognised that these are major pressures facing the service – amounting to £1.25m 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.

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 in January and a final report to Cabinet in 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.

**How much pressure is there and over what period?**

£1.28m for 2016-17 with a further £677k modelled for 2017-19 based on service as usual.

**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 Bartlett	Finance	17 <sup>th</sup> February 2015
As above	Finance	7 <sup>th</sup> 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	<b>24/11/12</b>	
Public or other stakeholders	<b>30/11/12</b>	<b>Met with Welsh Government to discuss grant and the wider review. No indication on grant cut provided.</b>
Cabinet (sign off to proceed)		

Page 169

**Will any further consultation be needed?**

Name	Organisation/ department	Date
Welsh Government		WG has organised a meeting on 1 <sup>st</sup> October with the minister to discuss the grant.

**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.

<b>What are the outcomes of investing in the identified pressure?</b>
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.
<b>Expected positive impacts</b>
Waste continues to provide the same level of services to the residents of Monmouthshire.
<b>Expected negative impacts</b>
Failure to meet statutory functions and targets resulting in potential recycling infraction fines.

Page 170

## 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.

<b>What is the evidence for the pressure? How has it been estimated?</b>
Continual pressures are being monitored in year and have been reduced through 2015-16. The pressures have been reduced from Month 2 due to continued suppressed fuel prices and 20 members of staff opting out of the MCC pension (resulting in Super Ann savings). The 2016-17 pressures are outlined in detail above and the 2017-18 pressures are based mainly on increasing waste arisings & contract indexation.



Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year			Total pressure proposed
				15/16 forecast at month 6	16/17	17/18	
Waste	4,579,808			4,600,510	£5,788,742.95	£6,132,982.47	£1,622,142.47

### 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
Recycling Review – potential savings from source segregated collections are being investigated with WRAP, WLGA, WG	Rachel Jowitt	January - Mar 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
Exploring the early splitting of food and green waste over 2016 to reduce expenditure on treatment.	Rachel Jowitt	Depends on vehicle procurement and existing contract flexibility

### 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	

## 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.

Page 172

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	S/O	WSS have successfully	Risk to services is low if	Will continue to work with WRAP, WLGA and WG

allocated the waste services will remain as they are currently		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	investment occurs.  Risk to services is high if there is no re-investment	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.

## 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. However it must be noted that should tonnages increase more than modelled in year pressures will emerge. On the flip side, if tonnages are less then pressures are reduced.	Carl Touhig
Assumptions on contract indexation rates	Contracts have indexation included within them. The average for the last few years has been applied	Rachel Jowitt
Reduction in grant for 17-18	WG have proposed a 6.4% cut to the grant for 16-17. National negotiations are taking place to transfer the grant into the RSG and the Minister has given in principle agreement subject to a protocol being agreed between LG and WG. However it is anticipated that the grant will be reduced by 10% per annum from 2017 irrespective of transfer to settlement.	Rachel Jowitt

--	--	--

## 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
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
Withdrawal of certain services	MCC has embarked on the debate of cost v performance in order for waste to offer more savings or reduce pressures. Commitment at the moment is to maintaining the high performing effective service that is provided. In addition any withdrawal of service would need to be weighed up against the impact on performance and potential cost of any fines imposed by WG. Therefore it has been decided prior to the Review reporting that the service will be run as now.	Rachel Jowitt

Page 174

## 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 : 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.

<b>Mandate Completed by</b>	<i>Richard Cope</i>
<b>Date</b>	<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?**

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?**

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?**

Name	Organisation/ department	Date
Sharon Randall-Smith	MCC – CYP	Ongoing
Senior Leadership Team	MCC	Ongoing
Cabinet Members	MCC	Ongoing

<b>Final pressure approved by Cabinet</b>	<b>Date:</b>
---	--------------

**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 21<sup>st</sup> 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 <b>£1,161,000</b>	£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

Page 178

### 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 <sup>st</sup> 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

Page 181

## 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..	
--	--	--

## 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.

## Appendix D/7

Pressure Mandate Proposal Number :

Pressure Mandate Title : Legal service pressures

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

<b>Mandate Completed by</b>	<i>Tracey Harry</i>
<b>Date</b>	<i>14/122015</i>

### Why is this pressure required?

The council is facing increasing numbers of childcare cases that require significant input from the legal team, which, with the current compliment of childcare specialists is unsustainable. Consequently there has been a reliance on external legal support, at a cost, and the speed of response has been compromised. In addition the requirement for legal support in other areas of social care are not being met as effectively as they should be due to the pressure within childcare. To address this issue a temporary childcare solicitor was appointed, in September2015. The appointment has already made a significant positive input in improved speed of response and has processed 4 care applications with another 2 pending having avoided instructing counsel in any of these cases therefore avoiding the additional costs associated with counsel. A normal case load is 7 so already within a few months the additional resource has been fully applied in dealing with children services casework.

The current head of legal is performing, in addition to his substantive role, the statutory role of monitoring officer, since the retirement of the previous monitoring officer. Given the operational demand pressures placed on the head of legal there is insufficient capacity to undertake developmental activities needed to ensure the service is fit for purpose in the current financial climate and in a position to provide the legal support that will be needed to support the transformational agenda that the council is engaged in.

### How much pressure is there and over what period?

£29k recurrent to fund a full time monitoring officer.

£46k recurrent to fund a full time childcare solicitor – the funding of an additional childcare solicitor will result in a reduction in use of external legal support and the improved speed in response will enable children social services to improve their systems which will result in cost avoidance and improved operational efficiency.

### Directorate & Service Area responsible

<b>Chief Executives</b>
<b>Mandate lead(s)</b>
Tracey Harry

<b>Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?</b>		
Name	Organisation/ department	Date
Chief executive		

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

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

<b>Final pressure approved by Cabinet</b>	<b>Date:</b>

## 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.

<b>What are the outcomes of investing in the identified pressure?</b>

Improved legal response to increasing child care cases requiring significant legal support. Greater resilience within the legal team freeing up resources to meet other demands for legal input.

Additional capacity for additional development and support to the transformational agenda and opportunity to explore commercial income generation from working with external public service providers.

#### Expected positive impacts

Improved legal input into complex childcare cases that will reduce requirement for additional external legal counsel and improved operational efficiency within the childcare service leading to better outcomes for children at risk.

Less reliance on external legal support (at significant cost ). Opportunity to explore opportunities to generate income from provision of legal advice to external agencies.

#### Expected negative impacts

Page 185

## 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?

Additional Salary costs associated with funding the two posts.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year			Total pressure proposed
				15/16	16/17	17/18	
Legal Employee Budget	£478,252	£75,000			£75,000		£75,000 recurring from 16-17.

### 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
n/a		

### 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
process	Monitor the spend on external legal advice in children services						
budget	Additional income generated through provision of legal advice to external agencies	25					

## 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
Unable to recruit to monitoring officer role		Salary offer is uncompetitive		advert –
Childcare cases continue to increase and even with additional resource cannot meet demand – therefore requiring additional external advice.		Childcare cases have increased consistently over time		Closer working between legal and children services to improve processes and timescales leading to better outcomes.

## 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)

Page 188

Options	Reason why Option was not progressed	Decision Maker
Utilise other authority childcare legal support	Already do this but capacity in other Is's also stretched	
Share a monitoring officer	Statutory role that needs to be provided – ability to service two sets of councils meeting not possible.	
Purchase external childcare legal expertise from an independent private provider	This option is too expensive.	


## **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.

This page is intentionally left blank

# Appendix E Mandates 2016/17

## Resource scoping and financial position – Dec 2015

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

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

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

This page is intentionally left blank



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

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

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

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

<b>Final mandate approved by Cabinet</b>	<b>Date:</b>
--	--------------

## 1. Vision and Outcomes of the Mandate

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

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

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

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

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

### How will this proposal address this issue

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

- A spin out vehicle for delivering, growing and sustaining locally accessible services;
- Income generation service areas to be used to cross subsidise less profitable services to ensure locally accessible services are maintained
- Flexibility for the Council to address any non-performance or failure to deliver services at a local level through its sole ownership and pre-determined annual delivery plans;
- Compliance with EU procurement legislation and an ability to deliver services on behalf of the Council by making use of the TECKAL

exemption and S77 regulation;

- Capital assets transfer and subsequent asset lock to be considered to enable scope to leverage in third party finance to facilitate the delivery of services;
- Tax efficiency via its charitable status i.e. NNDR relief, VAT relief, some exemptions on corporation tax, capability of achieving gift aid donations; and
- Potential TUPE of staff into the Model.

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

### What will it look like when you have implemented the proposal

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

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

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

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

### Expected positive impacts

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

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

## Expected negative impacts

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

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

## 2. Savings proposed

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

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

Page 198

## 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"> <li>• 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.</li> <li>• The museums service is hugely overstretched and unsustainable</li> <li>• The whole service area is operating independently of each other so opportunities for cost efficiencies and savings are being lost</li> <li>• Potentially profitable services such as catering are being run by the private sector so valuable profits that could support vulnerable services are being lost</li> <li>• Leisure and Outdoor Education maintain current income levels however the opportunity for investment, growth and new income targets will not be achievable.</li> </ul>	Cabinet
Outsourcing of central services to private companies or joint venture vehicles in which the local authority and a private company participate.	<ul style="list-style-type: none"> <li>• Initial financial gains to be made but may not meet the future needs of the community</li> <li>• Unlikely to support the ethos of inclusive public sector service delivery as will be more profit rather than community focussed</li> <li>• The council will not maintain full control.</li> </ul>	
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"> <li>• Only addresses part of the problem as this model is focussed on service delivery rather than infrastructure per say.</li> <li>• Initial financial gains to be made but may not meet the future needs of the community</li> <li>• Unlikely to support the ethos of inclusive public sector service delivery as will be more profit rather than community focussed</li> <li>• The council will not maintain full control.</li> </ul>	
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"> <li>• Initial financial gains to be made but may not meet the future needs of the community</li> <li>• Unlikely to support the ethos of inclusive public sector service delivery as will be more profit rather than community focussed</li> </ul>	
The use of individual discrete trusts to deliver particular services – this	<ul style="list-style-type: none"> <li>• Although popular evidence suggests that there are more benefits to be gained by economies of scale.</li> </ul>	

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

#### 4. Consultation

Page 200

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

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	Various dates	Cultural services review started process which started to consider TLC and beyond
Other Service Contributing to / impacted	14 <sup>th</sup> /15 <sup>th</sup> Sept	Budget workshop and SMT Budget sessions with all mandate holders & HOS
Senior leadership team	25 <sup>th</sup> Aug	Budget mandates on agenda
Select Committee	22 <sup>nd</sup> 24 <sup>th</sup> Sept informal formal. Formal 4 <sup>th</sup> November.	
Whole Local Authority staff group	28 <sup>th</sup> September via the staff conference.	
Public or other stakeholders	Consultation commences on the 8 <sup>th</sup> October and runs until 30 <sup>th</sup> November. Events will take place on week commencing 16 <sup>th</sup> and 23 <sup>rd</sup> November. ( in line with consultation plan)	
WLGA and feedback from established models/operational trust	November Feedback from WLGA and CEO's of Alternative delivery models have provided technical feedback around NNDR and timescales which is why the mandate regarding this part has been re-aligned to 2017. Also Welsh Government have suggested funding may become	

	available for transformation
Cabinet (sign off to proceed)	This is planned for 6 <sup>th</sup> January 2016

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

## 5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Assessment of existing service area review and consideration of additional reviews to be undertaken i.e. Leisure Services and Youth Service	Ian Saunders/Tracey Thomas/Ian Kennet/Cath Fallon	Sept – Feb 2016
Staff consultations	Ian Saunders/Tracey Thomas/Ian Kennet/Cath Fallon	September 2015 onwards
Assessment of viability of existing MCC CIC CMC <sup>2</sup> to determine if it can be adapted to fit new purpose	Cath Fallon/CMC <sup>2</sup> Board Members	Sept – Mar 2016
Establishment of Trading Company and new service delivery model (if CMC <sup>2</sup> is deemed unsuitable)	Cath Fallon	June - Dec 2016
Capital Assets Transfer to Model to enable NNDR savings and scope for new Model to leverage in third party finance	Cath Fallon/Ian Saunders/Ben Winstanley	Sept – March 2017
Financial disaggregation of service area budgets and cost benefit analysis to identify areas of duplication, inefficiencies and budget savings to ensure any services transferred into the model will be operating at maximum efficiency.	Cath Fallon/Ian Saunders/Finance colleagues	Sept – March 2016
Assess capital investment requirements prior to capital assets being transferred into Model	Cath Fallon/Ian Saunders/Finance colleagues/Estates team	Sept – Sept 2016
Commence lease termination process for those assets that will no longer be required for new Service Delivery model.	Cath Fallon/Ian Saunders/Finance colleagues/Estates team	Sept – Sept 2016

Identify suitable staffing structures for both the Service Delivery Model and the Trading company and commence TUPE and recruitment processes.	Ian Saunders/Tracey Thomas/Ian Kennet/Cath Fallon	Dec 2015 – Dec 2016
Establishment of policy and procedures for Trading Company and Service Delivery Model	Cath Fallon	April 2016 – September 2016
Establishment of governance structures for Service Delivery Model to include a Board of Directors	Cath Fallon	April 2016 – September 2016
Establishment of banking and audit procedures for Trading Company and Service Delivery Model	Cath Fallon	April 2016 – September 2016
Service Delivery Model and Trading Company to commence trading		December 2016 – March 2017

## 6. Additional resource/ business needs

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

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

Page 202

## 7. Measuring performance on the mandate

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



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

## 8. Key Risks and Issues

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

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

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

## 9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Alternative delivery model and trading company will be approved	Given the backdrop of increasing austerity if local service delivery is to be maintained then new methods of delivery will be required	Cabinet/Council

The service area reviews will identify opportunities for service rationalisation and increased efficiencies.	The opportunity to assess the viability of current services through the lens of rationalisation and increased efficiency is highly likely to identify cost savings. In addition the rationalisation and subsequent realisation of the capital assets of some sites will not only lead to a capital receipt but also reduced overheads across the service areas.	Cabinet/Council
--	---	-----------------

## 10. Monitoring the budget mandate

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

### How will we monitor the mandate?

We will monitor the mandates :-

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

## 11. Evaluation

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

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

This page is intentionally left blank



## Future Generations Evaluation ( includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation</p> <p>Phone no: 07876545793 E-mail: iansaunders@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></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><b>Name of Service</b> Tourism Leisure &amp; Culture (there will also be consideration to Youth Service and Parks/Open Spaces)</p>	<p><b>Date Future Generations Evaluation</b> 19<sup>th</sup> Sept 2015</p>

Page 207


**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><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The new trust will provide employment, training and ensure the service are run with quality. Many of the services included in the model do provide positive outcomes to communities.</p> <p>A trust model would pay reduced rate of NNDR. While benefitting the trust this would reduce the tax take that is available for redistribution to other</p>	<p>The current services need investment and the trust model gives an opportunity to invest in people and ensure people have skills to do their job. If the trust does not go ahead the services may have to close</p>

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

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

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>	Short term need is maintaining quality services and looking to develop sustainable business models that have long term viability. Long term business plans, investment plans and capital investment plans would all ensure the future generations are considered in this process.	The development of the trust will include the need for decisions to be made with the long term needs of the business/service. A board of trustees would help guide the process to ensure the correct balance is delivered.

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



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

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

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

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

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

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

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

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

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

*Neighbouring authorities have moved their leisure services into a trust model and have seen some positive investments leading to enhanced income opportunities. Initial project work has identified that a new trust model (currently looking at several options) would give some immediate benefits in particular around NNDR whilst looking at a timetable to work through the necessary governance, consultation necessary.*

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

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

Current budgets inside property maintenance and capital programs have been diminished and prioritized for the 21<sup>st</sup> 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.

Page 214

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

<b>What are you going to do</b>	<b>When are you going to do it?</b>	<b>Who is responsible</b>	<b>Progress</b>
Budgets and information	<b>Ongoing</b>	<b>Ian Saunders, Cath Fallon</b>	
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.**

<b>The impacts of this proposal will be evaluated on:</b>	<b>As the project progresses.</b>
---	-----------------------------------

This page is intentionally left blank

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.

<b>Mandate Completed by</b>	<i>Tracey Harry</i>
<b>Date</b>	<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

Page 217

<b>Final mandate approved by Cabinet</b>	<b>Date:</b>
--	--------------

## 1. Vision and Outcomes of the Mandate

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

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

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

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

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

### How will this proposal address this issue

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

### What will it look like when you have implemented the proposal

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

### Expected positive impacts

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

### Expected negative impacts

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



## 2. Savings proposed

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

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

## 3. Options

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

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

## 4. Consultation

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

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

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

## 5. Actions to deliver the mandate

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

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

## 6. Additional resource/ business needs

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

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

## 7. Measuring performance on the mandate

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

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

## 8. Key Risks and Issues

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

Page 222

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

## 9. Assumptions

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

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

## 10. Monitoring the budget mandate

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

## 11. Evaluation

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

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

This page is intentionally left blank



## Future Generations Evaluation ( includes Equalities and Sustainability Impact Assessments)

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

Page 225






**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><b>A prosperous Wales</b> 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><b>A resilient Wales</b> 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?
<b>A healthier Wales</b> 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.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	N/A	
<b>A globally responsible Wales</b> 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.
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	N/A	
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	Equal opportunities principles will be applied throughout the review and change processes.	

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



Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The review is based on ensuring that the business support function is fit for purpose in the medium and long term</p>	
 <p>Collaboration</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 consultation 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>Better service delivered to citizens. Use of technology maximized and efficiency improved.</p>	



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

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

1899 229

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>

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

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

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

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

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

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

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

page 281

**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.**

<b>The impacts of this proposal will be evaluated on:</b>	In line with the project plan. Final evaluation following year one of implementation.
---	---

This page is intentionally left blank

# 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.

<b>Mandate Completed by</b>	Peter Davies
<b>Date</b>	14 <sup>th</sup> September 2015

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

Targeted recurrent annual savings of £50,000 with effect from 1<sup>st</sup> 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

<b>Final mandate approved by Cabinet</b>	<b>Date:</b>
--	--------------

## 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).



<b>Expected negative impacts</b>
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

Page 236

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
<ul style="list-style-type: none"> <li>Senior Leadership Team</li> <li>Senior Management Team</li> <li>Relevant Department Heads – as part of training network meetings that have been established as well as separate exploratory discussions.</li> </ul>	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 <sup>th</sup> Sept 2016	We will continue to consult and shape with the current training teams as work develops.
Other Service Contributing to / impacted	17 <sup>th</sup> Sept 2016	
Senior leadership team	17 <sup>th</sup> Sept 2016	
Select Committee	22 <sup>nd</sup> October Select	

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

#### Will any further consultation be needed?

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

### 5. Actions to deliver the mandate

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

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

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

## 6. Additional resource/ business needs

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

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

## 7. Measuring performance on the mandate

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

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

## 8. Key Risks and Issues

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

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

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

## 9. Assumptions

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

Page 240

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

## 10. Monitoring the budget mandate

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

## 11. Evaluation

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

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

DRAFT

This page is intentionally left blank





## Future Generations Evaluation ( includes Equalities and Sustainability Impact Assessments)

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

Page 243




**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><b>A prosperous Wales</b> 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"> <li>(a) Effective engagement with training teams and the organization at large;</li> <li>(b) Undertaking a service review to ensure that the systems in place to administer training are as effective as possible</li> </ul>

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

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

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

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

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

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

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
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?

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

Page 248

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

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

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

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

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

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

<p><b>The impacts of this proposal will be evaluated on:</b></p>	<p>The budget mandate is currently at outline stage. The evaluation form will continually be reviewed as part of the business case development.</p> <p>The impact of the proposal will be evaluated post-implementation and on an annual basis as part of annual training plans.</p>
--	--

This page is intentionally left blank



## Business Change Mandate (Including Budget Mandates) Proposal Number: B5

### Title: Optimisation of Assets and Attractions

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

<b>Mandate Completed by</b>	Deb Hill-Howells & Ben Winstanley
<b>Date</b>	14.09.15 Updated 8.12.2015

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

Page 251

<b>Final mandate approved by Cabinet</b>	<b>Date:</b>
--	--------------

## 1. Vision and Outcomes of the Mandate

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

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

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

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

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

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

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

### How will this proposal address this issue

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

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

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

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

### **What will it look like when you have implemented the proposal**

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

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

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

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

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

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

### **Expected positive impacts**

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

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

### **Expected negative impacts**

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

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

## 2. Savings proposed

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

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

### 3. Options

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

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

Page 255

### 4. Consultation

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

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

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

Page 256

## 5. Actions to deliver the mandate

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

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

## 6. Additional resource/ business needs

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

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

## 7. Measuring performance on the mandate

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

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

## 8. Key Risks and Issues

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

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



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

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

## 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
Members agree to any potential partnerships or JV	If member approval is not forthcoming, income generation cannot occur	Cabinet
The community will support the arrangements and understand that new ways of working must be explored and adopted if assets and attractions are to be sustained.	Community support will be critical to success of potential partnerships	Friends of groups, volunteer groups and local community groups. Town and community councils will play a key facilitating and supportive role.

## 10. Monitoring the budget mandate

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

## 11. Evaluation

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

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

This page is intentionally left blank



## Future Generations Evaluation ( includes Equalities and Sustainability Impact Assessments)

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

Page 263




**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><b>A prosperous Wales</b>  Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The budget mandate involves the proposed transfer of 2 council owned buildings into community ownership to enable them to deliver local services. This will facilitate the up skilling of local communities in order for them to manage the asset and deliver the service and that the service provision is modelled at the local level.</p>	<p>To ensure the future of the community asset the property transfer document will contain safeguards to protect the asset from disposal to an alternative use. We will strive to ensure that assets remain within our communities.</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	It is proposed that the properties are disposed as existing to maintain local services, therefore there will be a neutral impact on biodiversity and ecosystems.	None
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	The services currently provided from the buildings support local communities through art, culture and gardening as well as providing social opportunities.	The proposal to undertake community asset transfers is designed to transfer control of the assets to the service providers to safeguard the future of these valued local services. We will also look to work with any partners to continue to protect local assets.
<b>A Wales of cohesive communities</b> 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.
<b>A globally responsible Wales</b> 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.
<b>A Wales of vibrant culture and thriving Welsh language</b> 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.
<b>A more equal Wales</b>	The transfer of the assets will be to local groups that can demonstrate a viable, sustainable business case.	The business plan will require local community groups to be explicit about how their proposals will

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

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

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

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



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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Neutral	Neutral	
Disability	Neutral	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Does the Council remain owners of the property,if so we have responsibility for compliance with the legislation above</li> <li>• 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.</li> <li>• 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</li> <li>•</li> </ul>	
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>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
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 21<sup>st</sup> 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
--	--

## 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.

<b>Mandate Completed by</b>	Robert Tranter
<b>Date</b>	15 <sup>th</sup> September 2015

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

<b>Final mandate approved by Cabinet</b>	<b>Date:</b>
--	--------------

## 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

Page 273

**3. Options**

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

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

## 4. Consultation

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

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

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

## 5. Actions to deliver the mandate

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

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



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

## 6. Additional resource/ business needs

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

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

## 7. Measuring performance on the mandate

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

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

## 8. Key Risks and Issues

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

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

## 9. Assumptions

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

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

## 10. Monitoring the budget mandate

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

## 11. Evaluation

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

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

DRAFT

This page is intentionally left blank



## Future Generations Evaluation ( includes Equalities and Sustainability Impact Assessments)

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






Page 279

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

<b>Well Being Goal</b>	<b>How does the proposal contribute to this goal? (positive and negative)</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>A healthier Wales</b> 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.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Encourage public bodies to work more closely together to provide services in a more effective way.	
<b>A globally responsible Wales</b> 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.	
<b>A Wales of vibrant culture and thriving Welsh language</b> 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.	
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	Neutral	See the table below.

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term 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.

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
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>

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

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

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.**

<b>The impacts of this proposal will be evaluated on:</b>	On going in line with SIP and council monitory and budget reporting.
---	--

Business Change Mandate (Including Budget Mandates) Proposal Number:  
 Title: Promoting responsible business waste management – Household Waste Recycling Centre  
 Access

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

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

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

<b>Final mandate approved by Cabinet</b>	<b>Date:</b>
--	--------------

Page 285

## 1. Vision and Outcomes of the Mandate

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

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

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

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

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

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

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

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

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

Increasing tonnages of “construction/ business “ type waste.

Feedback from Dragon Waste/ Viridor staff

Being on site and reviewing commercial activity

No. of disclaimers

**How will this proposal address this issue**

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

**What will it look like when you have implemented the proposal**

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

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

**Expected positive impacts**

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

**Expected negative impacts**

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

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

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

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

## 2. Savings proposed

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

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


### 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

Page 289

### 4. Consultation

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

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

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

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

## 5. Actions to deliver the mandate

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

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



## 6. Additional resource/ business needs

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

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

## 7. Measuring performance on the mandate

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

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

## 8. Key Risks and Issues

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

Barrier or Risk	Strategic/		Risk Assessment	Mitigating Actions	
-----------------	------------	--	-----------------	--------------------	--

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

## 9. Assumptions

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

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


## 10. Monitoring the budget mandate

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

## 11. Evaluation

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

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



<p><b>Name of the Officer</b> Rachel Jowitt</p> <p><b>Phone no:</b> 07824 406356 <b>E-mail:</b> <a href="mailto:racheljowitt@monmouthshire.gov.uk">racheljowitt@monmouthshire.gov.uk</a></p>	<p><b>Please give a brief description of the aims of the proposal</b> 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><b>Name of Service</b> Waste &amp; Street Services</p>	<p><b>Date Future Generations Evaluation</b> 14<sup>th</sup> September 2015</p>






Page 294

**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.

<b>Well Being Goal</b>	<b>How does the proposal contribute to this goal? (positive and negative)</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<p><b>A prosperous Wales</b> 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><b>A resilient Wales</b> 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?
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	neutral	neutral
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	neutral	neutral
<b>A globally responsible Wales</b> 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	
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	neutral	neutral
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	Neutral as the proposal is not aimed at individuals and the services they receive <i>This includes the protected characteristics of age, disability, gender reassignment, race, religion or beliefs, gender, sexual orientation, marriage or civil partnership</i>	neutral

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

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

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

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

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

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

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

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



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

<p>Positive</p> <p>Reduction in tonnages and thereby cost through the sites. Implementation of Producer Pays principles at HWRCs and businesses being advised of their responsibilities. Householders using the sites should have a better experience at the sites and operatives will be able to advise them more on how to recycle their waste.</p> <p>Negative</p> <p>Increased financial burdens on those businesses currently using the sites – however they will be advised how they can source appropriate disposal facilities.</p> <p>Potentially more fly tipping however this has not been demonstrated in neighbouring LAs where initiatives such as this have been introduced.</p>
--

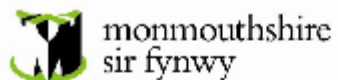
**7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.**

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

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

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

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



# Household Waste Recycling Centre Policy

# 2015

HWRC policy: 21/05/2015

# 1. Monmouthshire County Council

## 2. Household Waste Recycling Centre (HWRC) Policy

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

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

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

### **Section 1: Site Access Criteria**

#### **Opening times:**

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

#### **Use by non-Monmouthshire residents:**

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

#### **Vehicles permitted to use site:**

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

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

**Commercial Waste:**

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

**Failure to comply with site access policy:**

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

## Section 2: Waste Acceptance Criteria

### Type of waste permitted on site:

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

### Maximising recycling and pre-sorting waste:

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

### Ownership of waste on site:

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

### Hazardous waste:

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

### Material acceptance list:

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

Type of Waste	Llanfoist	Usk	Mitchel Troy	5 Lanes	Restrictions (if applicable)
Aerosols (empty only)	y	y	y	y	
Aluminium foil	y	y	y	y	
Asbestos	y	x	x	y	<a href="#">See asbestos</a>
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	<a href="#">See DIY waste policy</a>
DVD Players and video	y	y	y	y	
Electric tools (drills etc)	y	y	y	y	
Fire Extinguishers					Domestic type
Fluorescent lighting	y	x	x	y	
Freezers	y	y	y	y	
Fridges	y	y	y	y	
Garden waste	y	y	y	y	
Gas cylinders (empty only)					
Glass bottles and jars	y	y	y	y	
Glass panes	y	x	y	y	<a href="#">See DIY waste</a>
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	<a href="#">See DIY waste policy</a>
Papers, magazines and junk mail	y	y	y	y	
Plasterboard	y	x	y	y	<a href="#">See DIY waste</a>
Plastic bottles and packaging	y	y	y	y	
Refuse (unsorted waste)	y	y	y	y	
Rubble (including bricks and ceramics)	y	x	y	y	<a href="#">See DIY waste policy</a>
Scrap metal	y	y	y	y	
Sheds (garden only)	y	x	y	y	<a href="#">See DIY waste</a>
Small electrical appliances	y	y	y	y	
Smoke detectors	y	y	y	y	
Sofas/settees/couches					
Telephone directories and catalogues	y	y	y	y	
Televisions	y	y	y	y	
Textiles (clothes, shoes, bed linen, towels, cloth, bags, belts etc)	y	y	y	y	

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

### **Section 3: Site Rules Enforcement Criteria:**

#### **28. Visitors to the HWRC must:**

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

#### **Behaviour on site:**

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

#### **Requests to leave site:**

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

#### **CCTV use:**

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



## **Asbestos Acceptance Policy**

### **What is classed as Asbestos waste?**

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

### **Where can it be taken?**

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

### **How much can be taken to a site per year?**

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

### **How must asbestos be presented and handled on site?**

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

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

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

47. Provide to site staff:

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

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

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

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

## ***DIY Waste Acceptance Policy***

### **What is classed as DIY waste?**

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

- a. Bricks, rubble, ceramics (tiles etc), soil
- b. Bathroom and Kitchen fixtures and fitting (eg toilets, sinks, baths, shower cubicles, cupboards),
- c. Wooden garden sheds (up to 2m<sup>2</sup>),
- 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.

This page is intentionally left blank



<p><b>Name of the Officer</b> Rachel Jowitt</p> <p><b>Phone no:</b> 07824 406356 <b>E-mail:</b> <a href="mailto:racheljowitt@monmouthshire.gov.uk">racheljowitt@monmouthshire.gov.uk</a></p>	<p><b>Please give a brief description of the aims of the proposal</b> 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><b>Mandate</b> B8</p>
<p><b>Name of Service</b> Waste &amp; Street Services</p>	<p><b>Date Future Generations Evaluation</b> 14<sup>th</sup> September 2015</p>

Page 311






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.

<b>Well Being Goal</b>	<b>How does the proposal contribute to this goal? (positive and negative)</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<p><b>A prosperous Wales</b> 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><b>A resilient Wales</b> 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>

<b>Well Being Goal</b>	<b>How does the proposal contribute to this goal? (positive and negative)</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	neutral	neutral
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	neutral	neutral
<b>A globally responsible Wales</b> 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	
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	neutral	neutral
<b>A more equal Wales</b> 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?

<b>Sustainable Development Principle</b>	<b>How does your proposal demonstrate you have met this principle?</b>	<b>What has been done to better to meet this principle?</b>
--	--	---

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

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

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

Page 314



**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>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
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.**

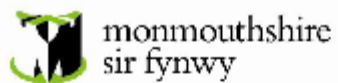
Page 316

What are you going to do	When are you going to do it?	Who is responsible	Progress
Draft policy	Sep 15	Waste team	1 <sup>st</sup> 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.**

<b>The impacts of this proposal will be evaluated on:</b>	<p>Monthly monitoring of fly tipping</p> <p>Quarterly monitoring of waste tonnages</p>
---	--

	Monthly monitoring of expenditure Engagement with Viridor on staff and businesses still trying to use the sites
--	--



# Household Waste Recycling Centre Policy

**2015**

HWRC policy: 21/05/2015

# 1. Monmouthshire County Council

## 2. Household Waste Recycling Centre (HWRC) Policy

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

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

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

### **Section 1: Site Access Criteria**

#### **Opening times:**

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

#### **Use by non-Monmouthshire residents:**

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

#### **Vehicles permitted to use site:**

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

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

**Commercial Waste:**

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

**Failure to comply with site access policy:**

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

## Section 2: Waste Acceptance Criteria

### Type of waste permitted on site:

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

### Maximising recycling and pre-sorting waste:

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

### Ownership of waste on site:

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

### Hazardous waste:

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

### Material acceptance list:

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

Type of Waste	Llanfoist	Usk	Mitchel Troy	5 Lanes	Restrictions (if applicable)
Aerosols (empty only)	y	y	y	y	
Aluminium foil	y	y	y	y	
Asbestos	y	x	x	y	<a href="#">See asbestos</a>
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	<a href="#">See DIY waste policy</a>
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	<a href="#">See DIY waste</a>
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	<a href="#">See DIY waste policy</a>
Papers, magazines and junk mail	y	y	y	y	
Plasterboard	y	x	y	y	<a href="#">See DIY waste</a>
Plastic bottles and packaging	y	y	y	y	
Refuse (unsorted waste)	y	y	y	y	
Rubble (including bricks and ceramics)	y	x	y	y	<a href="#">See DIY waste policy</a>
Scrap metal	y	y	y	y	
Sheds (garden only)	y	x	y	y	<a href="#">See DIY waste</a>
Small electrical appliances	y	y	y	y	
Smoke detectors	y	y	y	y	
Sofas/settees/couches					
Telephone directories and catalogues	y	y	y	y	
Televisions	y	y	y	y	
Textiles (clothes, shoes, bed linen, towels, cloth, bags, belts etc)	y	y	y	y	



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

### **Section 3: Site Rules Enforcement Criteria:**

#### **28. Visitors to the HWRC must:**

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

#### **Behaviour on site:**

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

#### **Requests to leave site:**

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

#### **CCTV use:**

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

## **Asbestos Acceptance Policy**

### **What is classed as Asbestos waste?**

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

### **Where can it be taken?**

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

### **How much can be taken to a site per year?**

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

### **How must asbestos be presented and handled on site?**

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

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

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

47. Provide to site staff:

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

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

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

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

## ***DIY Waste Acceptance Policy***

### **What is classed as DIY waste?**

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

- a. Bricks, rubble, ceramics (tiles etc), soil
- b. Bathroom and Kitchen fixtures and fitting (eg toilets, sinks, baths, shower cubicles, cupboards),
- c. Wooden garden sheds (up to 2m<sup>2</sup>),
- 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.

## 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.

<b>Mandate Completed by</b>	<i>Mark Hand</i>
<b>Date</b>	<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

### Final mandate approved by Cabinet

Date:

## 1. Vision and Outcomes of the Mandate

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

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

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

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

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

### How will this proposal address this issue

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

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

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

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

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

#### What will it look like when you have implemented the proposal

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

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

#### Expected positive impacts

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

#### Expected negative impacts

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

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

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

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

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

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

## 2. Savings proposed

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

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

Page 330

## 3. Options

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

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



## 4. Consultation

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

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

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

## 5. Actions to deliver the mandate

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

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

## 6. Additional resource/ business needs

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

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

## 7. Measuring performance on the mandate

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

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

## 8. Key Risks and Issues

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

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

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

## 9. Assumptions

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

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

## 10. Monitoring the budget mandate

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

## 11. Evaluation

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

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

DRAFT



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation Mark Hand</p> <p><b>Phone no:</b> 01633 644803 <b>E-mail:</b> markhand@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p><b>Budget mandate B09 – Planning Service – Income Generation.</b></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><b>Name of Service</b></p> <p>Planning</p>	<p><b>Date Future Generations Evaluation</b> form completed</p> <p>13/09/2015</p>

Page 33

4. **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><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Positive: reducing the net cost of the planning service will ensure the statutory service remains sustainable and jobs are retained within MCC and wealth generation externally is enabled via planning decisions. The area of work undertaken by the planning section directly and indirectly influences use of resources, wealth creation and employment, via planning policy and land use</p>	<p>Not all of the fee increase has been put forward as a budget saving, because the Welsh Minister explicitly states that the additional planning application fee income must be reinvested in service improvements, which would in turn benefit customers and stakeholders. The proposed</p>




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



Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>Positive: The area of work undertaken by the planning section directly and indirectly influences the appearance, viability, safety and connectivity of communities via planning policy and land use planning decisions. Ensuring the service is financially sustainable is therefore beneficial to securing these outcomes.</p> <p>Negative: Increased application fee costs would adversely affect customers, however it will have greatest impact on the biggest applications which are typically submitted by large companies. For smaller scale applications, e.g. house extensions, the application fee is minimal compared to the project costs (e.g. application fee = £190, typical extension = £30k build cost).</p>	<p>Fees are waived for people who are registered disabled and applying for planning permission to adapt their homes.</p>
<p><b>A globally responsible Wales</b> 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><b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>Positive: The area of work undertaken by the post indirectly influences these matters via planning policy and land use planning decisions. The Welsh language is now a material planning</p>	<p>Not all of the fee increase has been put forward as a budget saving, because the Welsh Minister explicitly states that the additional planning application fee income must be reinvested in service improvements, which would in turn benefit customers and stakeholders. The proposed</p>

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

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



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

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

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

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
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

Page 343

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.**

<b>What are you going to do</b>	<b>When are you going to do it?</b>	<b>Who is responsible</b>	<b>Progress</b>
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.**

<b>The impacts of this proposal will be evaluated on:</b>	In line with the SIP and usual budget monitoring. Full review of mandate April 2017.
---	--

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.

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

<b>How much savings will it generate and over what period?</b>
Proposal will generate £40,000 additional income and make £10,000 revenue savings in 2016/17

<b>Directorate &amp; Service Area responsible</b>
Enterprise – Housing & Community Services

<b>Mandate lead(s)</b>
Karen Durrant, Private Sector Housing Manager

<b>Final mandate approved by Cabinet</b>	<b>Date:</b>
--	--------------

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

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

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

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

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



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

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

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

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

#### **How will this proposal address this issue**

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

#### **What will it look like when you have implemented the proposal**

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

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

#### **Expected positive impacts**

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

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

#### Expected negative impacts

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

## 2. Savings proposed

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

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

## 3. Options

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

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

Page 349

#### 4. Consultation

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

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

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

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

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

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

## 5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
--------	------------------------------	-----------

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

## 6. Additional resource/ business needs

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

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

## 7. Measuring performance on the mandate

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

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

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

## 8. Key Risks and Issues

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

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

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

## 9. Assumptions

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

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


## 10. Monitoring the budget mandate

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

## 11. Evaluation

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

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





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



Page 355


**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><b>A prosperous Wales</b> 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><b>A resilient Wales</b> 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><b>A healthier Wales</b> 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><b>A Wales of cohesive communities</b> 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><b>A globally responsible Wales</b> 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><b>A Wales of vibrant culture and thriving Welsh language</b> 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.

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
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	

Page 3 of 3

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.

Page 361

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

Page 362

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

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



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

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

<b>The impacts of this proposal will be evaluated on:</b>	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
---	---

This page is intentionally left blank

# 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.*

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

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

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

### Directorate & Service Area responsible

Chief Executives'

### Mandate lead(s)

Paul Matthews and Kellie Beirne

Page 365

<b>Final mandate approved by Cabinet</b>	<b>Date:</b>
--	--------------

## 1. Vision and Outcomes of the Mandate

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

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

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

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

The evidence base is:

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

### How will this proposal address this issue

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

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

**What will it look like when you have implemented the proposal**

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

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

**Expected positive impacts**

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

**Expected negative impacts**

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

Page 367

**2. Savings proposed**

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

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

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

### 3. Options

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

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

### 4. Consultation

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

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

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

## 5. Actions to deliver the mandate

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

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

## 6. Additional resource/ business needs

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

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

Potential redundancies	Change management reserve	
HR expertise required	Within current establishment	

## 7. Measuring performance on the mandate

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

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

## 8. Key Risks and Issues

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

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



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

## 9. Assumptions

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

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

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

## 10. Monitoring the budget mandate

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

## 11. Evaluation

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

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



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






Page 373

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><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The mandate looks to align people's skills and competencies to increase organisational efficiency and effectiveness to maintain focus on front line delivery.</p>	<p>Identify training and development needs to meet the changing roles.</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support</p>	<p>Staff structures and alignments reflects the four key priority areas of the Council – as set out in the Continuation Agreement – and demonstrate</p>	

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

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

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

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

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

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

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

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

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

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

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

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

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

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

<b>The impacts of this proposal will be evaluated on:</b>	Quarterly budget reviews Review of new structure against Organisation priorities
---	---



**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.

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

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

Page 379

<b>Final mandate approved by Cabinet</b>	<b>Date:</b>
--	--------------

## 1. Vision and Outcomes of the Mandate

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

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

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

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

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

### How will this proposal address this issue

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

### What will it look like when you have implemented the proposal

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

### Expected positive impacts

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

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

### Expected negative impacts

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

## 2. Savings proposed

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

### What savings and efficiencies are expected to be achieved?

Page 381

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 &amp; 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
	<b>£700,808.00</b>	<b>£75,000.00</b>		<b>£75,000</b>				<b>£75,000</b>

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

## 3. Options

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

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

#### 4. Consultation

Page 382

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

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

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

## 5. Actions to deliver the mandate

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

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

## 6. Additional resource/ business needs

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

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

## 7. Measuring performance on the mandate

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

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

## 8. Key Risks and Issues

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

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

## 9. Assumptions

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

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

## 10. Monitoring the budget mandate

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

## 11. Evaluation

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

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

DRAFT





<p><b>Name of the Officer</b> Will McLean</p> <p><b>Phone no:</b> 07834 435934 <b>E-mail:</b> willmclean@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal:</b></p> <p><b>Mandate B12 – 2<sup>nd</sup> phase review of grants / subsidies to 3<sup>rd</sup> sector discretionary bodies.</b></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><b>Name of Service:</b> Chief Executive’s working with Enterprise</p>	<p><b>Date Future Generations Evaluation form completed</b></p> <p><b>24/09/2015</b></p>






Page 87

**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><b>A prosperous Wales</b> 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.	
<b>A resilient Wales</b> 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.
<b>A healthier Wales</b> 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.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	As above	Unknown at this stage until detailed discussions have taken place with recipient organisations.
<b>A globally responsible Wales</b> 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.
<b>A Wales of vibrant culture and thriving Welsh language</b> 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.
<b>A more equal Wales</b> 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</p> <p>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</p> <p>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 3<sup>rd</sup> sector organisation to share resources where practicable.</p>
<p>Page 389</p>  <p>Involvement</p> <p>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</p> <p>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</p> <p>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.		

Page 393

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.

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

<b>How much savings will it generate and over what period?</b>
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).

<b>Directorate &amp; Service Area responsible</b>
Operations, Highways, Transport

<b>Mandate lead(s)</b>
HoS – R Hoggins, – Lead Officer –Highways – Steve Lane, Transport – Deb Jackson (car parks & fleet), Richard Cope ( Buses, bus stops etc.)

<b>Final mandate approved by Cabinet</b>	<b>Date:</b>
--	--------------

Page 395

## 1. Vision and Outcomes of the Mandate

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

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

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

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

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

### How will this proposal address this issue

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

### What will it look like when you have implemented the proposal

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

<b>Expected positive impacts</b>
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.
<b>Expected negative impacts</b>
Criticism will arise about MCC defacing Monmouthshire countryside with advertising and some small businesses will complain that they cannot afford advertising costs (although we will offer smaller advertising sections where feasible to suit smaller businesses). Car parks charges will be introduced in car parks that are presently free, some car parks will be short stay (to improve turnover for shoppers), charging blue badge holders is being considered although mitigation is also envisaged e.g. an additional 'free' hour.

## 2. Savings proposed

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

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

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

### 3. Options

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

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

## 4. Consultation

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

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

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

## 5. Actions to deliver the mandate

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

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

## 6. Additional resource/ business needs

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

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

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

## 7. Measuring performance on the mandate

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

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

Page 401

## 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 <sup>rd</sup> party advertising support	Dependant upon success of mitigation?
Member rejection of	Strategic	There will be negative comments	low	high	low	Ensure members are aware of initiative before it is extended more widely	low

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

## 9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
The level of income depends upon take up of advertising options and the extent to which we exploit opportunities to create advertising space	New initiative with no precedent in MCC so our assessment is based upon feedback from private sector businesses with whom the option for them managing the service was discussed. It is quite possible that the income has been overstated but this will be assessed after the 1 <sup>st</sup> 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 the new car park order	Consultation and research already undertaken	Head of Service

## 10. Monitoring the budget mandate

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

## 11. Evaluation

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

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

This page is intentionally left blank



# Future Generations Evaluation

( includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation: Roger Hoggins</p> <p><b>Phone no:</b> 01633 644133 <b>E-mail:</b> rogerhoggins@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal:</b></p> <p><b>Mandate B13 – Highway Infrastructure Income Generation</b></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><b>Name of Service:</b></p> <p>Highways – Operations Directorate.</p>	<p><b>Date Future Generations Evaluation</b> form completed:</p> <p>21/09/2015</p>

Page 4 of 5




**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><b>A prosperous Wales</b> 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?
<b>A resilient Wales</b> 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.	
<b>A healthier Wales</b> 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.	
<div style="display: flex; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; margin-right: 10px;">Page 106</div> <div> <b>Wales of cohesive communities</b>            Communities are attractive, viable, safe and well connected         </div> </div>	(+)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.
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Not applicable	
<b>A Wales of vibrant culture and thriving Welsh language</b> 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)
<b>A more equal Wales</b> 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.

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
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>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
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.**

Page 411

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
--	-------------------------------

This page is intentionally left blank

Business Change Mandate (Including Budget Mandates) Proposal Number: B4  
 Title: Grounds Maintenance – Funding Review

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

Version #	Lead Officer	Revision Date	Change Description	Reason
1	Roger Hoggins			
2	Rachel Jowitt	9/10/15	Removal of Chepstow Cemetery proposal  Inclusion of highway verge maintenance policy amendment	Following internal consultation, engagement and challenge it is proposed to retain the Sexton service within Chepstow.  The current verge mowing contract has been reviewed by officers and is due for renewal. The contract needs to reflect the Council's pollinator policy and therefore the proposal is to reduce the number of cuts in the contract, thereby achieving sustainability and financial benefits.
3	Rachel Jowitt	08/12/15	Update to take into account consultation comments	

<b>Mandate Completed by</b>	<i>Rachel Jowitt &amp; Nigel Leaworthy</i>
<b>Date</b>	<i>08/12/15</i>

<b>How much savings will it generate and over what period?</b>
£75,000 for 2016-17
<b>Directorate &amp; Service Area responsible</b>
Operations – Waste and Street Scene
<b>Mandate lead(s)</b>
HoS – Rachel Jowitt, Lead Officer – Nigel Leaworthy

<b>Final mandate approved by Cabinet</b>	<b>Date:</b>
--	--------------

## 1. Vision and Outcomes of the Mandate

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

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

Monmouthshire is renowned for its beautiful environment and there is a commitment in the Single Integrated Plan to promote, protect and enhance it under the theme "Our County Thrives". Through changing practice we can deliver against this outcome and save money. Adjusting our planting regime in parks and open spaces by switching to wild flowers we will reduce the need for ongoing maintenance, fertiliser and annual seed. Through this we are reintroducing natural flowers to our environment and thereby improving the opportunity for biodiversity to thrive. This change is the continued implementation of the successful Pollinator Policy. Also in line with this policy is the proposal to reduce the current highway verge mowing when a new contract is issued. Currently highway verges are cut twice. The first cut is based on assessment and is a safety cut only, followed by a second full cut later in the year. It is proposed that only one full cut will be undertaken. Safety will always remain a priority and this will be monitored and action taken as appropriate within existing resources (as now). Finally MCC has worked in partnership with Green Fingers on the Linda Vista site for many years and a strong relationship has been established. As the expansion of this partnership MCC will no longer undertake the routine maintenance of the gardens as this will be undertaken by Green Fingers. MCC will retain the strategic and commissioning role with a view to expanding and building on this partnership including the Friends of Linda Vista and other parties as appropriate. The saving is made through the release of a vacant post within the team as half a FTE post used to oversee Linda Vista.

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

Response to known budget pressures upon the authority for at least the coming three years and the success of the pollinator policy.

### How will this proposal address this issue

Reduces service provision costs whilst maintaining displays and amenities. It is proposed that sites will be planted with wild flowers thereby saving time and expenditure on plants etc, Linda Vista to be maintained by Green Fingers with support from the Council. Highway verges will only be cut once a year following the award of a new contract to align operational practice with the pollinator policy.

### What will it look like when you have implemented the proposal

The public will see different styles of floral displays that compliment the Council's 'bee friendly' policy and other amenities.

The maintenance of Linda Vista remain available and maintained but will either be maintained in partnership with other providers or an alternative service delivery model developed by reconfiguring reduced council staff numbers.

#### Expected positive impacts

The revised displays are largely well received and users will see little difference in Linda Vista.

Whilst difficult to directly measure the environment benefit of reducing verge mowing it is accepted that local biodiversity will improve.

#### Expected negative impacts

Risk of deterioration in Linda Vista as Green Fingers struggle to maintain but there are no suggestions of this at the moment. MCC will retain the commissioning role for the management of the gardens and will still do works within the gardens. It is recognised this is very important in 2016 due to the Eistedfodd being based at the neighbouring Castle Meadows.

Road users will need to adjust to the change in visual amenity with an amended verge mowing cutting regime. There may be initial complaints and concerns over road safety. However road safety remains a priority and the impact of the service will be monitored and road safety cuts made as appropriate.

Staff morale as numbers reduce. It is acknowledged that previous mandates have seen the release of vacant posts and overtime this has a negative impact on the remaining workforce. It is important therefore that management take steps to review existing workloads to ensure they are manageable and safe for the existing staff compliment.

## 2. Savings proposed

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

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	

Stop purchasing bedding plants and subsequent mgt costs (watering etc.)and revert to using wild flower seeds for displays		Saving of £46k but outlay of £13k for seeds and ongoing maintenance – net benefit £33k		35k				£35k
Transfer maintenance to Green Fingers		Save half of one operative – benefit £13k		13k				£13k
Change to highway verge cutting regime		£27k		£27k				£27k

### 3. Options

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

Options	Reason why Option was not progressed	Decision Maker
Withdraw any displays and grass over all beds	Loss of decorative impact of flower displays	Head of service
Withdraw from Linda Vista maintenance	Unnecessary as Green fingers are taking on the role at no cost Not seen as feasible as would in effect mean the closure of the gardens.	Head of service
Continue with current verge mowing practice (2 cuts not 1)	This is not in line with the pollinator policy and would not deliver savings	Head of service

--	--	--

#### 4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
	Green fingers	July '15

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	20/07/2015	
Internal Challenge Session	7/10/15	Amended mandate as per version control above
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee	22/10/15	Concerns were raised about the highway verge proposal
Public or other stakeholders	Oct-Nov	Widespread support for expansion of wild flower proposal. Concerns over highway verge mowing and some concerns raised about the appropriateness of Green Fingers to take on the maintenance of the gardens.
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
No		

#### 5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
--------	------------------------------	-----------

Purchase seeds and prepare beds	Commercial and Operations Manager	spring
Agree with Green fingers	ditto	Already done
Approval of mandate and policy on highway verge mowing	Head of Waste & Street Services	Mandate process
Contract preparation and procurement management for highway verge mowing	Commercial and Operations Manager	Contract in place for 2016

## 6. Additional resource/ business needs

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

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Additional funding for seeds and to prepare beds – mentioned above	From existing budget	

Page 418

## 7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
budget	Saving achieved	£75k							
Customer	Compliments and complaints on highway verge maintenance								
Customer	Compliments / complaints on Linda Vista								



## 8. Key Risks and Issues

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

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Risk	Operational	There could be concern over highway safety with a reduction in the number of cuts. This will lead to complaints	Likely	Moderate	medium	Concerns will be monitored and responded to, to engage people and advise them of our safety assessment and management practices.	Low

Page 419

## 9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Value of the highway verge contract – assuming a reduction in price due to reduction in cuts and what contractors will charge	Based on market knowledge and current contract	Commercial and Operations Manager

## 10. Monitoring the budget mandate

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

## 11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?
Results of planting regime	WSS Team
Complaints on highway verge mowing	WSS team






<p><b>Name of the Officer</b> Rachel Jowitt</p> <p><b>Phone no:</b> 07824 406356 <b>E-mail:</b> racheljowitt@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p>Monmouthshire is renowned for its beautiful environment and there is a commitment in the Single Integrated Plan to promote, protect and enhance it under the theme “Our County Thrives”. Through changing practice we can deliver against this outcome and save money. By adjusting our planting regime in parks and open spaces by switching to wild flowers we will reduce the need for ongoing maintenance, fertiliser and annual seed. Through this we are reintroducing natural flowers to our environment and thereby improving the opportunity for biodiversity to thrive. This change is the continued implementation of the successful Pollinator Policy. Also in line with this policy is the proposal to reduce the current highway verge mowing when a new contract is issued. Currently highway verges are cut twice. The first cut is based on assessment and is a safety cut only, followed by a second full cut later in the year. It is proposed that only one full cut will be undertaken. Safety will always remain a priority and this will be monitored and action taken as appropriate within existing resources (as now). Finally MCC has worked in partnership with Green Fingers on the Linda Vista site for many years and a strong relationship has been established. As the expansion of this partnership MCC will no longer undertake the routine maintenance of the gardens as this will be undertaken by Green Fingers. MCC will retain the strategic and commissioning role with a view to expanding and building on this partnership including the Friends of Linda Vista and other parties as appropriate. The saving is made through the release of a vacant post within the team as half a FTE post used to oversee Linda Vista.</p>
<p><b>Name of Service</b></p> <p>Waste &amp; Street Services</p>	<p><b>Date Future Generations Evaluation</b> 9<sup>th</sup> October 2015</p>



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

<b>Well Being Goal</b>	<b>How does the proposal contribute to this goal? (positive and negative)</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs	This proposal will see a third sector voluntary group take overall responsibility for the maintenance of Linda Vista Gardens thereby focusing the best resources for the job.	
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	MCC has had award winning success with the implementation of the Pollinator Policy and the planting of wild flowers around MCC. This is to be expanded thereby offering a saving on time, plants fertiliser and through reducing the number of cuts on the highway verges etc. The policy completely supports MCC's biodiversity policy.	
<b>A healthier Wales</b> 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	
<b>A Wales of cohesive communities</b> 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.	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The Pollinator Policy's introduction was in light of growing evidence of the local, national and international threat to biodiversity. Any positive action locally will help with our aspirations to be globally responsible.	
<b>A Wales of vibrant culture and thriving Welsh language</b>	The ongoing maintenance of open space is important to promote healthy living and give	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	people the opportunity to outdoor space for sport and recreation.	
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	The proposal to work closely with Green Fingers demonstrates the services' commitment to work with bodies to promote opportunities for people irrespective of background.	

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term for the future</p> <p>Balancing short term need with long term and planning</p>	The intentions are to maintain the service of open space, visual planting and maintenance but at reduced cost. This will ensure long term SD and environmental goals are achieved and the communities still have a resource.	
 <p>Collaboration objectives</p> <p>Working together with other partners to deliver</p>	Working in partnership with Green Fingers to provide the maintenance at Linda Vista Gardens.	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	Green Fingers have been working with MCC for many years. Over 2015-16 we have worked closely with them to understand the implications and what is needed for full time management of Linda Vista. Staff have also been engaged to seek ideas to determine successful implementation of the mandate.	

<b>Sustainable Development Principle</b>	<b>How does your proposal demonstrate you have met this principle?</b>	<b>What has been done to better to meet this principle?</b>
 <p><b>Prevention</b> Putting resources into preventing problems occurring or getting worse</p>	<p>MCC will still be on hand to advise and help Green Fingers.</p>	
 <p><b>Integration</b> Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>This proposal demonstrates the services' commitment to continue with visual planting to help contribute towards a vibrant and beautiful Monmouthshire. This has wider goals of economic development, tourism etc. The proposals will expand our wild flower planting contributing to biodiversity policies and our work with Green Fingers demonstrates our commitment to work with other sectors to maintain vital community resources.</p>	

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Neutral		
Disability	Working with vulnerable adults with green fingers promotes their well being and provides experience for work		
Gender reassignment	Neutral		
Marriage or civil partnership	Neutral		
Race	neutral		
Religion or Belief	Neutral		
Sex			
Sexual Orientation	Neutral		
Welsh Language	<i>Un Neutral der the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc.</i>		

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

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

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

Success of wild flower / pollinator policy  
 Success of working with Green Fingers over 2015-16 to build their capacity  
 Monitoring of existing highway verge mowing contract and evidence from other Council's who have implemented similar policies.



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

Reduce service provision costs whilst ensuring visual amenity and biodiversity and sustainable goals are achieved.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Change visual display planting	Apr 16	Rachel Jowitt / Nigel Leaworthy	
Review existing contract specification and undertake procurement	Oct 15 – Mar 16	Rachel Jowitt / Nigel Leaworthy	
Transfer maintenance of Linda Vista to Green Fingers	Ongoing – final MCC staff withdrawal Apr 16	Rachel Jowitt / Nigel Leaworthy	

**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.

<b>The impacts of this proposal will be evaluated on:</b>	<b>Quarterly budget reviews</b> <b>Complaints / compliment on planting</b>
---	---

This page is intentionally left blank



<p><b>Name of the Officer</b> Rachel Jowitt</p> <p><b>Phone no:</b> 07824 406356 <b>E-mail:</b> racheljowitt@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b> <b>Mandate : B14</b> 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><b>Name of Service</b> Waste &amp; Street Services</p>	<p><b>Date Future Generations Evaluation</b> 15<sup>th</sup> September 2015</p>

Page 429






**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><b>A prosperous Wales</b> 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><b>A resilient Wales</b> 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>	

<b>Well Being Goal</b>	<b>How does the proposal contribute to this goal? (positive and negative)</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
resilience and can adapt to change (e.g. climate change)	plants fertiliser etc. The policy completely supports MCC's biodiversity policy.	
<b>A healthier Wales</b> 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	
<b>A Wales of cohesive communities</b> 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.	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	neutral	
<b>A Wales of vibrant culture and thriving Welsh language</b> 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.	
<b>A more equal Wales</b> 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?

<b>Sustainable Development Principle</b>	<b>How does your proposal demonstrate you have met this principle?</b>	<b>What has been done to better to meet this principle?</b>
--	--	---

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>		

Page 432

**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>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
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	

Page 434

**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
--	---



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.

<b>Mandate Completed by</b>	<i>Roger Hoggins, Head of Operations</i>
<b>Date</b>	<i>25/08/15 (1<sup>st</sup> draft), 08/12/2015 (2<sup>nd</sup> draft)</i>

<b>How much savings will it generate and over what period?</b>
£200k recurring
<b>Directorate &amp; Service Area responsible</b>
Chief Exec's – Operations department - county highways ops
<b>Mandate lead(s)</b>
Roger Hoggins, Ho S, Steve Lane – County Highways Manager, Gareth Sage SWTRA manager,

Page 435

<b>Final mandate approved by Cabinet</b>	<b>Date:</b>
--	--------------

## 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.

<b>What is the issue that the proposal is seeking to address?</b>
<b>Reduces budget within the Highways section whilst protecting basic service levels for essential safety services e.g. winter maintenance</b>
<b>What evidence have you got that this needs to be addressed?</b>
<b>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.</b>
<b>How will this proposal address this issue</b>
<b>Removes labour, transport and materials cost from the highways maintenance budget.</b>
<b>What will it look like when you have implemented the proposal</b>
<b>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.</b>
<b>Expected positive impacts</b>
<b>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</b>
<b>Expected negative impacts</b>

**Reduction in capacity to respond to highway routine maintenance issues with gradual deterioration in county highway network (exacerbated by reduction in capital budget).**

## 2. Savings proposed

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

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
County Highways Ops - manpower		£100k		100				100
Vehicle and plant provision and maintenance		£30k		30				30
County highways materials		£70k		70				70

## 3. Options

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

Options	Reason why Option was not progressed	Decision Maker
Further reduction in mgt and admin costs	This is being progressed through a different mandate	
Cuts to other services areas within Ops	Some of these are being taken as well plus some of the large spending budgets are on contract bases and prioritised by WG targets and grants (e.g. recycling, waste disposal) so less scope to achieve savings.	
Cuts to other service areas	Some service areas provide income generation that is included in the corporate budget. To reduce the teams undermines the capacity to generate income.	


#### 4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Roger Hoggins	Operations	28/08/15

Has the specific budget mandate been consulted on?		
<b>Function</b>	<b>Date</b>	<b>Details of any changes made?</b>
Department Management Team	27/08/15	Savings in traffic mgt to be included in a separate mandate
Other Service Contributing to / impacted		
Senior leadership team	ongoing	Through SLT discussions about budget for 16/17
Select Committee	November cycle	Strong Communities did not support this mandate
Public or other stakeholders	October/November	The response to the mandate through social media, public meetings and face to face has been mixed. Many expressed concern of reduced funding for the service whilst others suggested methods by which efficiency might be improved to mitigate the reduction. Essential services such as winter maintenance were recognised as important so a working regime needs to be introduced that protects the key aspects of the emergency and routine/cyclical maintenance services.
Cabinet (sign off to proceed)		

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..

Page 439

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

## 7. Measuring performance on the mandate

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

Focus- Budget / Process /	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20

Staff / Customer									
budget	Service budget reduction – monitor actuals	£200k							

## 8. Key Risks and Issues

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

Page 440

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.	

## 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.

Page 441

Planned Evaluation Date	Who will complete the evaluation?
During the financial year and past	Finances by accountants and managers. Service performance from key indicators

This page is intentionally left blank





## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation: Roger Hoggins</p> <p><b>Phone no:</b> 01633 644134 <b>E-mail:</b> rogerhoggins@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal:</b></p> <p><b>Mandate 15</b></p> <p><b>Highways maintenance review</b></p> <p><b>The proposal is to reduce the highways section budget whilst seeking to protect basic service levels for essential safety services.</b></p>
<p><b>Name of Service;</b></p> <p>County Highway Operations -</p>	<p><b>Date Future Generations Evaluation form completed:</b> 23/09/2015</p>






Page 413

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.

<b>Well Being Goal</b>	<b>How does the proposal contribute to this goal? (positive and negative)</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<p><b>A prosperous Wales</b> 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?
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	neutral	
<b>A healthier Wales</b> 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.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	neutral	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	neutral	
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Neutral	
<b>A more equal Wales</b> 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 &amp; Council Members. All feedback, views &amp; 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	neutral		
Marriage or civil partnership	Neutral		
Race	Neutral		
Religion or Belief	Neutral		
Sex	Neutral		
Sexual Orientation	Neutral		
Welsh Language	Neutral		

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

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

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

Development of the Council's MTFP has highlighted the need to reduce revenue expenditure or increase income. Reduction in Highways operations reflects the Council's priorities and the Continuity agreement between the conservative party and liberal democrats.

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

Reflects council priorities so far but will require ongoing monitoring being a high profile service that generates large amounts of correspondence.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Once decision agreed is commence the implementation plan to deliver on mandate proposal.	Last Quarter 15/16	Roger Hoggins	Continue to evaluate and measure in line with usual performance indicators

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

The impacts of this proposal will be evaluated on:	Complaints,
--	-------------

This page is intentionally left blank



# 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.

<b>Mandate Completed by</b>	Peter Davies, Head of Commercial and People Development
<b>Date</b>	16 <sup>th</sup> September 2015

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

Targeted recurrent annual savings of £50,000 with effect from 1<sup>st</sup> 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

Page 451

<b>Final mandate approved by Cabinet</b>	<b>Date:</b>
--	--------------

## 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 <sup>th</sup> Sept 2015 / 15 <sup>th</sup> 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 <sup>th</sup> Sept 2015	Awaited
Other Service Contributing to / impacted	15 <sup>th</sup> Sept 2015	Awaited
Senior leadership team	17 <sup>th</sup> Sept 2015	Awaited
Select Committee	22 <sup>nd</sup> October 2015	Feedback noted
Public or other stakeholders	28 <sup>th</sup> September staff conference 8 <sup>th</sup> October -30 <sup>th</sup> November public consultation	Feedback noted
Cabinet (sign off to proceed)	Scheduled meeting 6 <sup>th</sup> January 2016	

Will any further consultation be needed?		
Name	Organisation/ department	Date
Managers	Local Authority	Ongoing as part of budget consultation period
Trade unions	Via JAG and informal union meetings	Ongoing as part of budget consultation period
Staff groups	Local Authority	Ongoing as part of budget consultation period

## 5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Consult with managers and trade unions	Interim HR Manager	October 2015
Circulate guidance to managers regarding applications for flexible benefits and employment packages	Interim HR Manager	November 2015
Develop marketing material and publicise with staff	Interim HR Manager / Communications	November 2015
Develop robust reporting mechanisms to capture the savings required and to ensure that departmental budgets can be reduced accordingly	People Services System & Support Manager / Finance	November 2015

## 6. Additional resource/ business needs

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

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
None	N/A	Development of marketing material to publicise flexible benefits and employment packages

## 7. Measuring performance on the mandate

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

Page 455

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Level of additional net savings achieved from staff accessing flexible benefit and employment packages (e.g. reduced hours, purchase of additional annual leave)					£50k	£50k	£50k	£50k
Staff	Number of employees accessing flexible benefit and employment packages					TBC	TBC	TBC	TBC

## 8. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified	Risk Assessment			Mitigating Actions	Post mitigation
			Likelihood	Impact	Overall		

		(evidence)			Level		risk level
Risk of employees not taking up the offer of flexible benefits or employment packages	Operational	The flexible benefits and employment packages suggested are already available to employees.	Possible	Substantial	Medium	Marketing existing policies to staff in order to generate awareness of flexible benefits and to highlight that the Authority is actively encouraging staff to make applications	Medium
Potential adverse impact on service delivery where services are unable to absorb a reduced staffing complement	Operational	Core staffing in some departments is essential to delivery frontline services.	Possible	Substantial	Medium	Acceptance that net savings will only be able to be realised in posts where the reduced staff resources in the relevant department can be accommodated without taking on additional staffing	Low

## 9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That a targeted marketing campaign will result in staff taking up flexible benefit and employment packages	Whilst the benefits and employment packages in question are enshrined in existing policies staff are possibly not aware of the options that are available to them.	Peter Davies

## 10. Monitoring the budget mandate

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

## 11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?
On a quarterly basis following implementation from 1 <sup>st</sup> April 2016 as part of ongoing performance monitoring	Karen Smith – People Services Systems and Support Manager

This page is intentionally left blank





<p><b>Name of the Officer</b> completing the evaluation Peter Davies</p> <p><b>Phone no:</b> (01443) 228478 <b>E-mail:</b> <a href="mailto:peterdavies@monmouthshire.gov.uk">peterdavies@monmouthshire.gov.uk</a></p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p><b>Mandate B16 - proposal</b></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><b>Name of Service</b></p> <p>People Services, Enterprise Directorate</p>	<p><b>Date Future Generations Evaluation form completed</b></p> <p>14<sup>th</sup> September 2015</p>






1599  
099  
459

**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><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>N/A</p>	<p>N/A</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>N/A</p>	<p>N/A</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A healthier Wales</b> 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.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	N/A	N/A
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	N/A	N/A
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	N/A	N/A
<b>A more equal Wales</b> 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?
 <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.

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

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

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
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	-

Page 463

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

Flexible working application procedure  
Hours and leave policy

**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			

Page 464

**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.**

<b>The impacts of this proposal will be evaluated on:</b>	<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>
---	--

# 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.

<b>Mandate Completed by</b>	Deb Hill-Howells & Ben Winstanley
<b>Date</b>	14 <sup>th</sup> September 2015/ updated 9 <sup>th</sup> December 2015

<b>How much savings will it generate and over what period?</b>
£60k in 16/17
<b>Directorate &amp; Service Area responsible</b>
Estates, Enterprise
<b>Mandate lead(s)</b>
Deb Hill-Howells & Ben Winstanley

<b>Final mandate approved by Cabinet</b>	<b>Date:</b>
--	--------------

## 1. Vision and Outcomes of the Mandate

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

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

Reduce property holding costs, maximise the use of and generation of income from the Councils property portfolio.

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

Revenue is being allocated to hold properties which diverts income from front line service delivery, ongoing financial pressures and good asset management practices require that the property portfolio is regularly reviewed. This is to ensure that it is fit for purpose, meets the needs of service providers and users and income streams are being maximised whilst expenditure is minimised.

### How will this proposal address this issue

This proposal identifies a number of opportunities to reduce holding costs through the relinquishing of leases, maximising the occupancy of staff at County Hall and rationalising our depots holdings. Revenue generation will be through the creation of arm's length companies that enable us to let and manage our property assets within a commercial environment and the identification of additional rental generation opportunities.

### What will it look like when you have implemented the proposal

Non location sensitive staff would be centralised within our Usk headquarters. This will require adaptations to J & E block to accommodate the additional staff. Current indications are that approximately 95 staff could be accommodated in J block and 38 in E block. J block is currently leased to Coleg Gwent, however they will shortly be relinquishing their lease. E block is currently used to store our red files, electoral registration storage and legal / planning documents. In addition the bus drivers mess room is located within a converted toilet block at the far end of the building. This can be accessed separately from the remainder of the building and it is proposed that this use continues. It is proposed to re-locate the legal, planning and electoral registration storage to the residual element of the registrars building (as there is no toilet provision). Red storage can either be provided off site through a private provider (current estimates are in the region of 15k pa based on existing storage) or within surplus areas of other buildings ( we are advised that there are school premises with residual capacity that could meet this need). This will enable the provision of 38 workspaces in a discrete environment which would be suitable for Social Services teams who need to operate within a confidential zone. This will however leave a residual requirement for the elections team as they will need suitable accommodation to manage the annual election process. It is proposed that the SW ground floor corridor of J block is sub divided into meeting space which is



available 11 months of the year, and blocked booked for the elections team for the duration required to manage the election. This will involve the rooms being capable of temporary sub partition to maximise meeting space when not being used by elections as well as installing security locks controlling access when appropriate and the creation of a self-contained access point for the delivery of postal votes, issuing of ballot boxes etc. This option enables us to design the space to maximise use, however management procedures will still need to be implemented during the election period to control vehicular movements, security, public access etc. J block is a cellular building that is in need of both maintenance and refurbishment to accommodate staff. Designs are being produced and it is anticipated that 90 workstations could be provided, accommodating circa 200 staff. Due to the cellular layout of the building, the office accommodation will have a different configuration to the headquarters building and refurbishment costs will be minimised wherever possible. Costs for the works to be both E and J block are expected to be in the region of £1,500,000, but this is subject to more detailed design work to determine and accurate figure.

Re-locating staff to County Hall will enable us to reduce holding costs at Innovation House and to advertise and secure private tenants, thereby generating a rental income. The timing of this will be determined by the securing of funding and completion of adaptations to J & E block as detailed above.

It is proposed to establish an arm's length agency to manage the letting of residential properties on the basis of assured shorthold tenancies, a practice that has been widely adopted in English authorities. The purpose of this would be entirely to generate rental income from our existing estate as well as the acquisition of additional properties dependent on demand. In addition it is proposed that an arm's length development company is established to manage the development of existing assets as well as the acquisition of commercial investment opportunities. The requirement to create both companies is to streamline decision making to enable commercial opportunities to be undertaken, whilst ensuring that net profits flow back to the Council. Further appraisal is required to establish the legal frameworks and funding opportunities that would accrue from such a proposition and the benefits and dis-benefits to the Council.

The depot holdings would be rationalised, in particular the grounds and highways crews would be re-located from Llanfoist depot to enable a partial release for alternative development. Early discussions with the planning authority have indicated that industrial uses would be acceptable.

We will continue to relinquish leases where possible and maximise revenue generation from surplus and investment assets.

#### **Expected positive impacts**

More opportunities to act in a commercial manner and generate income streams. Reducing property holding costs to support front line service delivery

#### **Expected negative impacts**

Potentially negative reaction to MCC creating commercial arm and competing in private market to generate profit, potential negative reaction from users and colleagues affected by proposals to reduce assets.

## 2. Savings proposed

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

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Property Services or Estates, dependent when Innovation House holding budget is transferred from Property Services to Estates.	368k	100k			100k			Reduction in running costs as a result of the re-location of staff to County Hall (this includes 3 months rates relief, cancelling the clearing contract and reduced utility costs).
Arm's length companies		10k (income not saving)		10k				This will be derived from the residential agency service. Given the early stage of this proposal, this income remains high risk. Too soon to define potential in forthcoming years.
Various services	15k	10k		10k				Termination of leases. The saving is the rental due to the landlord. The remaining budget is made up of utilities etc. and will be required to support their alternative provision.
Operations, Depots rationalisation,	147k	20k		20k				Further work required to ascertain alternative provision at the waste

part release of Llanfoist deport								transfer station at Llanfoist.
Increased rental income	1,400k income target 15/16	20k additional rental income		20k				Income derived from letting additional properties (TIC in Abergavenny) and rental uplifts where possible.

### 3. Options

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

Options	Reason why Option was not progressed	Decision Maker
Do nothing	This is not sustainable and would not result in effective estate management	Estates
Retain Innovation House as an operational asset and operate from split headquarters	This would not enable us to maximise the use of Usk County Hall and would also prevent us from generating an additional revenue stream. Also travelling expenses being incurred by colleagues travelling between the sites (estimated at approx. 5 – 6 k per annum).	Estates
Operate residential lettings via MCC Estates team	Due to the secure nature of the tenancies that we are required to provide this would not be possible.	Estates

## 4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Initial discussion with Service leads undertaken whilst developing Property Review	Operations / Social Services/ Enterprise	August / September 15

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team	November/December	SLT requested initial capital costs be revisited, further option appraisals with regard to refurbishment of J Block (Usk)
Select Committee	Economy & Development Select 4 <sup>th</sup> November Super Select 16 <sup>th</sup> December 2015	
Public or other stakeholders	8 <sup>th</sup> October to 30 <sup>th</sup> November 2015	
Cabinet (sign off to proceed)	Meeting scheduled for the 6 <sup>th</sup> January 2016	

Will any further consultation be needed?		
Name	Organisation/ department	Date
Will need to undertake further detailed work to ascertain the viability of the arm's length companies proposed	Estates	

## 5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Serve notice on leases that are no longer required. Innovation House, revenue savings	BW CH or RO'D (dependent on where budget sits)	asap Available at point property is vacant.
Establish legal, funding position and staffing structure for arm's length company & therefore viability of proposals	DHH/BW	
Work with Operations to establish viability of re-locating users from Llanfoist depot and other rationalisation proposals within property review	BW & RH	To be determined
Conclude designs for J & E block, secure funding and undertake refurbishment works	RO'D	Sept – June, following consultation this timescale may be delayed to consider other options and minimizing Capital outlay

## 6. Additional resource/ business needs

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

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Specialist advice on options for incorporation and legal structure of company	External providers	
Specialist advice on funding options and how to ensure that the profit generated is passed back to MCC	External providers & Finance colleagues	

Lessons learnt from English authorities already operating similar models	Peer organisations	
Design & Funding for the refurbishment works to J& E block	MCC will require to borrow finances to fund the project if Capital cannot be secured through the Capital Programme	Technical provision for design & construction works
Letting agents for Innovation House	Revenue (Estates)	

## 7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Income generated through arm's length vehicles	10k							
Budget	Savings generated through the rationalisation of the estate	30k							
Budget	Meeting income projections	20k							

## 8. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Legal or technical impediments to proposed	operational	New venture for the authority, format of structure and support	Medium	High	High	Undertake specialist discussions as soon as possible to understand appropriate frameworks and lessons learnt from English authorities.	Medium

creation of arm's length companies		of members needs to be established.				Consultation with members to mitigate any concerns over loss of control	
Operations unable to rationalise depots	operational	Initial discussions have confirmed that the proposal is feasible, but more detailed work required to ascertain detail.	Low	High	Medium	Working with Operations to rationalise holdings without compromising service requirements (i.e. retain salt barn insitu on Llanfoist but free up remainder by consolidating at former tip site across the road)	Medium
As property budgets are devolved to service areas unable to drive or maximise savings and rationalisation	strategic	Innovation House budget highlights that whilst Estates hold responsibility for management of the property portfolio and this mandate, all budgets are devolved making it difficult to drive savings.	Medium	Medium	Medium	Work with Finance colleagues to ascertain the opportunities to centralise property holding costs to Estates to enable them to identify greater opportunities for savings.	Medium
Unable to identify funding necessary to undertake adaptation works to J & E block.	operational	No funding stream identified and capital pressure significant due to 21 <sup>st</sup> 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

DRAFT

This page is intentionally left blank







<p><b>Name of the Officer</b> completing the evaluation Debra Hill-Howells &amp; Ben Winstanley</p> <p><b>Phone no:</b> 01633 644281 <b>E-mail:</b> debrahill-howells@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p><b>Mandate B18</b></p> <p>To reduce property holding costs and additional revenue opportunities from our property estate.</p>
<p><b>Name of Service</b></p> <p>Estates, Community Delivery</p>	<p><b>Date Future Generations Evaluation form completed</b></p> <p>17<sup>th</sup> September 2015</p>


**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><b>A prosperous Wales</b> 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><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and</p>	<p>The proposals impact on existing properties, therefore there will be no new impacts on biodiversity and ecosystems.</p>	<p>We already undertake a programme to implement renewal technologies and will continue to do so where viable.</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
can adapt to change (e.g. climate change)		
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	No impact as this relates to the built environment only.	None
<b>A Wales of cohesive communities</b> 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.
<b>A globally responsible Wales</b> 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.
<b>A Wales of vibrant culture and thriving Welsh language</b> 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
<b>A more equal Wales</b> 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 21<sup>st</sup> 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.

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Age	Neutral	Neutral	Any adaptation work to County Hall will have regard to the Equalities and Future Generations Act.
Disability	Adaptation works to J & E blocks will ensure equal access (where the building fabric permits).	The closure of White Swan Court will result in the re-location of the service to Overmonnow Learning Centre, which may impact some users.	The service is working with users and alternative accommodation has been identified that is accessible for all users.
Gender reassignment	Neutral	Neutral	
Marriage or civil partnership	Neutral	Neutral	
Race	Neutral	Neutral	
Religion or Belief	Neutral	Neutral	
Sex	Neutral	Neutral	
Sexual Orientation	Neutral	Neutral	
Welsh Language	We will have regard to the Welsh Language Act when devising and installing signage at premises.	Neutral	

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

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
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	

Page 482

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

A property review has been undertaken that considers the holding costs of operational properties, number of users and the location sensitive nature of the services being provided. This has been used to develop a series of recommendations. Those proposals that involve revenue generation have been tested with commercial agents to establish the viability of the proposals. Service need has been determined by those providing the services.



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

The proposals involve the generation of efficiency savings by releasing properties and thereby their holding costs which can be used to offset the budget shortfall in 16/17. In addition opportunities have been identified where additional revenue can be generated by making accommodation available to the private letting market. This revenue will also be used to support the budget process.

The property estate will continue to be reviewed to ensure that it remains suitable for service delivery and income generating opportunities are being maximized.

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

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

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

The impacts of this proposal will be evaluated on:	Quarterly through the Estates Business Plan
--	---

This page is intentionally left blank

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.

<b>Mandate Completed by</b>	<i>Rob O'Dwyer</i>
<b>Date</b>	<i>20/08/15 updated December 2015</i>

<b>How much savings will it generate and over what period?</b>
£100K – 2016/17
<b>Directorate &amp; Service Area responsible</b>
Operations/Property Services & Facilities Management
<b>Mandate lead(s)</b>
Rob O'Dwyer

<b>Final mandate approved by Cabinet</b>	<b>Date:</b>
--	--------------

## 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	<b>20,000</b>	Nil	<b>20,000</b>				<b>20,000</b>
PS&FM – P Cards	1,500,000	<b>15,000 (1%)</b>	Nil	<b>15,000</b>				<b>15,000</b>
PS&FM - Restructure	415,250 inc trainees	<b>35,000</b>	Nil	<b>35,000</b>				<b>35,000</b>
PS&FM – Transport Reduction	£45,406 cleaning £23,518 catering	<b>10,000</b>	Nil	<b>10,000</b>				<b>10,000</b>
PS&FM – Reduction in supplies and services	£125,989	<b>20,000</b>	Nil	<b>20,000</b>				<b>20,000</b>
							<b>Total</b>	<b>100,000</b>

Page 488

## 3. Options

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

Options	Reason why Option was not progressed	Decision Maker
Shut down specific building, mechanical or electrical installations in order to reduce expenditure for statutory annual maintenance	This would have a detrimental effect on the ability of accommodation to provide fit for purpose facilities for the delivery of effective services to the public.	Head of Property Services and Facilities Management

Maintain 3 separate service units (FM, Office Services, Resources)	Resource reduction required to deliver required budget saving would adversely affect all teams ability to deliver a fit for purpose service.	Head of Property Services and Facilities Management
Amalgamate transport provision throughout Catering, Cleaning and Property Services	Reduction in available transport for all services will reduce the availability of adequate transport for critical H&S and maintenance services.	Head of Property Services and Facilities Management
Reduce the supplies and services budget by £35,000 via withdrawal from Technical Index software	Alternative provision of Building Regulation documents in lieu of technical index would increase net budget requirement.	Head of Property Services and Facilities Management

#### 4. Consultation

Page 489

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Roger Hoggins	Head of Operations	July 2015
Rob Nancarrow	Head of FM	August 2015
Deb Jackson	Transport Manager	August 2015
Stacey Jones	Accountant	August 2015
Phil Kenney	PS&FM Maintenance Manager	August 2015
Mark Jones	PS&FM Business Manager (responsible for Resources and Office Services)	August 2015
Bob Dennis	H&S Manager	August 2015
Agresso Board	Lisa Widenham	2014 to August 2015
Scott James	Procurement Manager	August 2015
Sue Day	Procurement Assistant	August 2015
Mike Long	Design Manager	August 2015
Maintenance Service Officers	PS&FM	September 2015
Office/Resources/FM Officers	PS&FM	September 2015
Design Service Officers	PS&FM	September 2015

Claire Robins	Mandate Coordinator	September 2015
Consult Employee Services regarding restructure proposals (Process to be undertaken using new MCC Restructure Protocol)	Rob O'Dwyer	Sept 2015
Consult Unions regarding restructure proposals	Rob O'Dwyer	Sept 2016

<b>Has the specific budget mandate been consulted on?</b>		
<b>Function</b>	<b>Date</b>	<b>Details of any changes made?</b>
Department Management Team	June/August 2105	None
Other Service Contributing to / impacted (Finance)	June/August 2015	None
Senior leadership team	August 2015	6 separate mandates combined in to Mandate 26A
Consult all PS&FM staff on initial mandate requirements	Rob O'Dwyer/Mark Jones/Rob Nancarrow	Sept 2015
Consult Members (Member engagement drop in sessions)	Rob O'Dwyer	22 <sup>nd</sup> and 24 <sup>th</sup> 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 <sup>nd</sup> of Oct 2015
Public Budget Consultation	Rob O'Dwyer	8 <sup>th</sup> Oct – 30 <sup>th</sup> Nov 2015

<b>Will any further consultation be needed?</b>		
<b>Name</b>	<b>Organisation/ department</b>	<b>Date</b>
Estates Manager	MCC Estates regarding progress of Mandate No B18 – Accommodation Review	September 2015 - April 2016



## 5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Consult Employee Services regarding restructure proposals (Process to be undertaken using new MCC Restructure Protocol)	Rob O'Dwyer	Sept 2015
Consult Unions regarding restructure proposals	Rob O'Dwyer	Sept 2016
Draft new structure for Office Services	Rob O'Dwyer	Sept 2016
Consult all PS&FM staff on initial mandate requirements	Rob O'Dwyer/Mark Jones/Rob Nancarrow	Sept 2015
Consult Members (Member engagement drop in sessions)	Rob O'Dwyer	22 <sup>nd</sup> and 24 <sup>th</sup> 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 <sup>nd</sup> of Oct 2015
Draft new JD's for office Services	Mark Jones/Rob Nancarrow	In progress
<b>All actions to the end of Nov 15 are on programme</b>		
Dialogue with Suppliers for introduction of P Cards	Scott James/Sue Day	Dec 2015
Obtain Cabinet approval for all mandates	Rob O'Dwyer	Dec 2015
Budget reduction following cabinet approval	Stacey Jones	TBA
Briefing from Maintenance Manager and Head of PS&FM to Building Surveyor, Clerks of Works and Help Desk re Corporate Building Maintenance budget reduction	Phil Kenney/Rob O'Dwyer	Jan 2016
Briefing from Facilities Manager to catering and cleaning operational staff regarding transport cost reduction	Phil Kenney/Rob O'Dwyer	Jan 2016
Notification to all building managers of budget reduction and the intention to continue with essential works only	Phil Kenney	Jan 2016
Commence refurbishment of J Block in Usk as part of the accommodation review Phase 2 – All subject to Mandate B18	Mike Long	TBA
Place affected staff at risk from the restructure of Office Services, Resources and Facilities Management	Rob O'Dwyer	Feb 2016
Appoint staff to new roles within Office Services	Mark Jones/Rob Nancarrow	March 2016
Lodge new purchase cards	Scott James/Sue Day	Feb 2016

Implement revenue budget reduction	Stacey Jones	TBA
Monitoring of impact on built assets by COW and Building Surveyors	COW and Building Surveyors	April 2016 onwards
Move staff and FM support teams to Usk - All subject to Mandate B18	Mike Long/Morley Simms	TBA
Monitoring of impact on service by Head of PS&FM and Business Manager	Rob O'Dwyer/Mark Jones	April 2016 onwards
Monitoring of impact on built assets by COW and Building Surveyors	COW and Building Surveyors	April 2016 onwards
Monitoring of impact on budget to ensure saving is being delivered	Stacey Jones/Rob O'Dwyer/Dave Loder	Monthly and quarterly commencing May 2016

## 6. Additional resource/ business needs

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

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Capital investment in refurbishment of J Block at Usk and other office accommodation requirements	Separately identified in Capital Working Group as a financial pressure and mentioned specifically in Mandate No 26	Nil

Page 492

## 7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Expenditure against budget								
Client	Client satisfaction survey/Post Occupation Survey								

Service provider	COW/Building Surveyor condition appraisal								

## 8. Key Risks and Issues

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

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
FM and Office Services are unable to vacate Innovation House by 1 <sup>st</sup> April 2016	Operational	Potential for slippage on refurbishment of Usk HQ (JBlock) Refurbishment due to lack of available capital funding	2	5	10	Commence refurbishment with adequate budget and time to complete by the 1 <sup>st</sup> of March  Subject to progress of Mandate B18	0
Possibility of Innovation House being let as serviced accommodation with FM and reception support provided by PS&FM	Operational	Unlikely to sell or let Innovation House to a sole company and therefore likely to have multiple occupants requiring some FM support	2	4	8	Ensure that any requirements of the letting agreement at Innovation House are factored into the overall staffing requirement for PS&FM	2
Remaining planned maintenance programme struggles to deliver fit for	Operational	Backlog maintenance programme currently stands at £25M	5	3	15	Ensure that highest priority works remain in programme	10

purpose establishments							
Additional income generation via services being offered to additional clients may require investment in training and ICT	Operational	Additional potential income streams have been identified and business plans are being prepared	2	4	8	Take advantage of free training via professional bodies and collaborative arrangements	4
Adverse weather conditions	Operational	Previous weather conditions have impacted on the amount of maintenance work required and put the CBM budget under pressure	3	5	15	Ensure that sufficient capital planned maintenance is carried out at the authorities properties in order to minimise the impact at key sites	12 (Risk is only reduced at key sites that have received sufficient planned maintenance)
Lack of availability of vehicles during periods of high demand and emergencies	Operational	Previous incidents have required the use of vehicles when not planned	2	4	8	Put arrangements in place to use PS&FM pool cars as a contingency arrangement	4

## 9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Innovation House will close by the 31 <sup>st</sup> of March 2016 and all	The proposed restructuring of FM and Office Services relies on a reduced level of resource looking after Usk only without the need for reception, post and FM support for Innovation House.	Head of Property Services and Facilities Management

PS&FM staff will be based at Usk HQ		
Suitable staff are available within the PS&FM Department to carry out fire risk assessments	Initial consultation with staff has identified officers with interest to take on new duties.	Head of Property Services and Facilities Management
Rebate % will be maintained at 1% for Purchase Cards	Rates offered by Barclaycard could change but for the period of the contract as tendered by Welsh Government it will remain at 1%.	Head of Property Services & Facilities Management and Procurement Manager
Weather conditions will be manageable within the corporate building maintenance budget limitations	Assumption is being made that weather conditions will be similar to those experienced in 13/14 and 14/15.	Head of PS&FM and Maintenance Manager

## 10. Monitoring the budget mandate

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

## 11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?
Quarterly evaluation commencing July 2016	Head of Property Services and Business Manager as part of quarterly Business Plan review.
Monthly evaluation commencing May 2016	PS&FM Service Managers and group accountant as part of the budget monitoring process.





## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer – Rob O’Dwyer</b></p> <p>Phone no: 07786114512 E-mail: robertodwyer@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></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><b>Name of Service</b></p> <p>Property Services &amp; Facilities Management</p>	<p><b>Date Future Generations Evaluation form completed</b></p> <p>05/09/2015</p>

Page 497





**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><b>A prosperous Wales</b> 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><b>A resilient Wales</b></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
<b>A healthier Wales</b> 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.
<b>A Wales of cohesive communities</b> 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.	
<b>A globally responsible Wales</b> 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.
<b>A Wales of vibrant culture and thriving Welsh language</b> 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.	
<b>A more equal Wales</b> 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</p> <p>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</p> <p>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</p> <p>Involving those with an interest and seeking their views</p>	<p>This proposal has involved consultation with: -</p> <p>Head of Operations, Head of FM, Transport Manager, Accountant, PS&amp;FM Maintenance Manager, PS&amp;FM Business Manager (responsible for Resources and Office Services), H&amp;S Manager, Lisa Widenham, MCC Procurement Manager, Procurement Assistant, Design Manager, Mandate Coordinator</p> <p>Further consultation will be undertaken with Elected Members and Senior Officers and all effected staff.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Resources in preventative maintenance will be reduced as part of this proposal, however key areas of the authority covering education, social services, and maintaining access to public services will be prioritized.</p>	<p>Processes and procedures used to deliver preventative and cyclical maintenance in the authority are being improved in order to ensure that the impact of budget reduction is minimized</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p data-bbox="143 344 286 376">Integration</p> <p data-bbox="315 209 501 400">Positively impacting on people, economy and environment</p> <p data-bbox="109 408 488 440">and trying to benefit all three</p>		

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Neutral		
Disability	Proposal will prioritise investment in disability access improvement to ensure MCC residents and visitors have greater access to MCC accommodation		
Gender reassignment	Neutral		
Marriage or civil partnership	Neutral		
Race	Neutral		
Religion or Belief	Neutral		
Sex	Neutral		
Sexual Orientation	Neutral		
Welsh Language	This proposal will reduce maintenance expenditure and prioritise statutory compliance including compliance with Welsh language measures of 2011 over discretionary improvement works.		

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

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
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			

Page 502

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

<p><b>The following documents have been considered in the development of this proposal: -</b></p> <ul style="list-style-type: none"> <li>• Maintenance Business Plan 2015/16</li> <li>• Catering and Cleaning Business Plan 2015/16</li> <li>• Corporate Procurement Business Plan 2015/16</li> <li>• MCC Single Integrated Plan</li> <li>• MCC Improvement Plan</li> <li>• MCC Asset Management Plan</li> <li>• Welsh Purchasing Consortium Framework Programme</li> <li>• School H&amp;S Risk Assessments</li> </ul> <p><b>The following Key Performance Information has been considered in the development of this proposal: -</b></p> <ul style="list-style-type: none"> <li>• National Data Unit Wales – Asset Management KPI's</li> <li>• MCC Customer Satisfaction Questionnaire responses</li> </ul>
--

**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.

Page 509

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

<b>What are you going to do</b>	<b>When are you going to do it?</b>	<b>Who is responsible</b>	<b>Progress</b>
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.

<b>Mandate Completed by</b>	<i>Stephanie Hawkins – Principal Officer Additional Learning Needs</i>
<b>Date</b>	<i>September 2015 – updated 7/12/2015</i>

<b>How much savings will it generate and over what period?</b>	
£550,000 in 2016/17 – Year 1.	
<b>Directorate &amp; Service Area responsible</b>	
Children and Young People	
<b>Mandate lead(s)</b>	
Key Lead:	Stephanie Hawkins
Project Team:	Sharon Randall Smith Cath Sheen Richard Austin Jill Thomas Nikki Wellington Gwen Phillips

<b>Final mandate approved by Cabinet</b>	<b>Date:</b>
--	--------------

## 1. Vision and Outcomes of the Mandate

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

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

Part A.

- The objective of the proposal is to consider how best the Authority could meet the needs of pupils with moderate to severe learning difficulties in specialist placements within Monmouthshire schools. The special needs resource bases that provide placement for pupils at the more severe end of the spectrum are full utilised, however, the facility which is designated for moderate learning difficulties pupils with social and emotional learning difficulties is currently underutilised and is not meeting the needs of Monmouthshire pupils as directed by Statement of Special Educational Needs.

Part B.

- In addition we are recommending a review the pricing structure for ALN services provided by Monmouthshire County Council to external organisations.
- And a proposed change to the delegation of funding of Mounon House Special School.

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

Part A.

- The current provision is an SEN Resource Base, made up of 2 classes and funded by the Authority. ( Based within Deri View School) It supports pupils in the Foundation Phase and Key Stage 2 (pupils aged 4 to 11 years) with special educational needs: namely those who are experiencing learning difficulties to a moderate degree (general cognitive ability of less than 70) usually with additional social, emotional and behavioural difficulties (SEBD). In addition, placement may be considered at the resource base for some pupils who fall outside this strict criteria but for whom the appropriate educational professionals consider its resources and facilities appropriate. Admission to the Resource Base has been widened to consider pupils with more severe learning difficulties and/or an Autistic Spectrum Disorder with learning difficulties. This Resource Base currently is underutilised by pupils from Monmouthshire and has 7 pupils who could either be supported in mainstream or need more specialist provision. The pupil numbers in the SNLB have declined over time and significantly in the last 3 years.
- The current provision is not fully utilised in Deri View Primary School, the cluster area or Monmouthshire as a whole, as evidenced by the reduction in numbers.
- The provision does not fulfil the original brief for the school or the Local Authority as defined by the 'aims of the SNRB'. The intention of the SNRB was to provide interim support for pupils with SEBD/MLD from across Monmouthshire. Its strategic impact has been minimal and given the reduction in number it is no longer providing the school or the Local authority with value for money. The needs of the school



are now focused on early intervention within the community to close the gap in attainment between pupils in an area of high deprivation. Both research and our experience shows that where education within the mainstream classroom is appropriate with the relevant support it can be hugely beneficial in developing skills to prepare our children and young people to become as independent as possible. **( see projected pupil numbers for SNRB attached)**

**Part B.**

- In line with inflation the pricing structure for external placements at Mounton House Special School have been increased automatically annually. A full review has not taken place for at least 4 years therefore this is now required in order to realign competitively within the market. The proposal is to increase both day and residential placements by £7,850 each to cover the costs of the provision.
- The funding formula delegation for Mounton House Special School has not been reviewed since 2010 and at which stage the formula funded based on full residential capacity, being 42 placements. Currently there are 10 residents in the school, with an anticipated fluctuation during this year normally expected. The new funding formula proposals is recommending a delegation rate based on 18 residential pupil placements. An Annual review of numbers will also take place to ensure formula remains current.

**How will this proposal address this issue**

Part A.

- This proposal will allow Deri View Primary School to concentrate their resources on the provision of Early Years intervention and use the specialist resources within school to support this.

Part B.

- Pricing structure for Mounton House now realine competitively in the market.
- The funding formula for Mounton House Special School following consultation will be reduced to reflect a more accurate pupil residential number.

**What will it look like when you have implemented the proposal**

Part A.

- There will be 2 special needs facilities one in the north and one in the south which will support the needs of pupils who are experiencing a range of difficulties including moderate to severe, profound & complex, autistic spectrum disorder and other pervasive developmental disorders. Children that are integrated into mainstream classes will access to appropriate skilled support in order to ensure that we meet their individual needs. Integrating all children where appropriate will have a positive impact on those pupils currently in mainstream. Learning to interact and appreciate those with additional learning needs would have a positive impact on our adults of the future and our cohesive society.

Part B.

- Current external placements pricing structure will be more in line with the operating costs of running the school.
- On current pupil numbers the anticipated amount of funding for the school will decrease. On current funding levels this is anticipated to be a reduction of £250,000

**Expected positive impacts**

**Part A.**

- The needs of the school are now focused on early intervention within the community to close the gap in attainment between pupils in an area of high deprivation. Both research and our experience shows that where education within the mainstream classroom is appropriate with the relevant support it can be hugely beneficial in developing skills to prepare our children and young people to become as independent as possible.

**Part B.**

- The additional income for Monmouthshire will ensure that the placements are covered without any subsidy for out of county pupils from Monmouthshire County Council.

**Expected negative impacts****Part A.**

- We recognise that the inclusion of this small number of pupils into mainstream may potentially have a distracting influence in the classroom for other pupils. We believe this potential impact is minimal due to the small number of children and in order to mitigate against this we will ensure that the support provided is of a specialist nature and that training is provided to mainstream staff the school if required. This will only potentially impact one school in Monmouthshire ( Deri View) where there is significant experience and skills available to fully support this transition. There will be minimal disruption for the pupils as they are already familiar with the building, teaching & support staff and other pupils

**Part B.**

- There may be a reductions at the start of a new School year of external placements due to increase in price charging.
- The proposal for Mounton House Special School may result in redundancies at the school however the protection of employment policy will be followed.

**2. Savings proposed**

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

**What savings and efficiencies are expected to be achieved?**

Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year			Total Savings proposed
				16/17	17/18	18/19	
<b>Part A</b> <ul style="list-style-type: none"> <li>Additional Learning Needs SNRB provision</li> </ul>	£200,000.	£200,000		£50,000	£150,000	Ongoing	£200,000
<b>Part B</b> <ul style="list-style-type: none"> <li>increase in pricing structure for ALN services provided by the authority to external organisations,</li> <li>changes to funding formula ( based on 18 residential places)</li> </ul>		£250,000		£250,000			£250,000
		£250,000		£250,000			£250,000
<b>Totals</b>		<b>£700,000</b>		<b>£550,000</b>	<b>£150,000</b>		<b>£700,000</b>

### 3. Options

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

Options	Reason why Option was not progressed
1. Continue with the running of the Special Needs Resource Base (SNRB) within Deri View. ( A)	The resource base is currently underutilised and has 7 pupils that could be supported in mainstream or more specialist provision. The current provision is equipped and resourced to accommodate 24 children. The current provision has not been able to fulfil the original brief for the school or the local authority as defined by the 'aim of the SNRB'.
2. Close all 3 Resource Bases (Overmonnow, Pembroke) and support all children in mainstream education. (A)	This option was not cost effective and could potentially result in lost specialism.
3. Leave the pricing structure as-is (B)	This will result in the authority continuing to subsidise out of county placements for other local authorities. Continue to offer external places at below the market rate

4. No changes to current delegated funding formula (B)	Funding will be based on historic residential pupil numbers putting further pressure on other schools budgets.
--	--

#### 4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Stephanie Hawkins	Principal Officer, Additional Learning Needs	

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team <ul style="list-style-type: none"> <li>• A</li> <li>• B</li> </ul>	<ul style="list-style-type: none"> <li>• <b>3<sup>rd</sup> September 2015</b></li> <li>• <b>23<sup>rd</sup> November 2015.</b></li> </ul>	In light of statutory consultation process the timelines have been re-align resulting in savings achievable for 16/17 being reduced. (A)
Senior leadership team <ul style="list-style-type: none"> <li>• A</li> <li>• B</li> </ul>	<ul style="list-style-type: none"> <li>• <b>8<sup>th</sup> September 2015</b></li> <li>• <b>23<sup>rd</sup> November 2015</b></li> </ul>	Increase in pricing structure to commence in January 2016. Following on going development of the mandate it was identified to consult on proposed changes for the delegation rates for Mounon House and to re-align with current residential pupils on roll.
All directorate staff	<b>At staff conference Monday 28<sup>th</sup> September.</b>	
Select Committee <ul style="list-style-type: none"> <li>• A</li> <li>• B</li> </ul>	<ul style="list-style-type: none"> <li>• <b>21<sup>st</sup> October 2015, 16<sup>th</sup> December 2015</b></li> <li>• <b>23<sup>rd</sup> November 2015, 16<sup>th</sup> December 2015</b></li> </ul>	
Public or other stakeholders	<b>In line with consultation &amp; engagement plan</b>	
Cabinet (sign off to proceed)	<b>21<sup>st</sup> October 2015</b>	
Neighbouring Local Authorities		
Head Teacher, teachers and parent of children attending Deri View Primary School	<b>See attached statutory consultation document.</b>	
Governing Body of schools in Abergavenny Cluster		

Staff and parents of children attending the SEN unit at Deri View Primary	<b>Consultaion process on going until 6<sup>th</sup> January.</b>	
Church in Wales Diocesan and RC Diocesan		
Welsh Ministers		
Local AM – Nick Ramsey		
Local MP – David Davies		
Estyn		
Educational Achievement Service		
Regional Transport Consortium		
Professional Associations and Trade Unions		
Police and Crime Commissioner		
Abergavenny town council, Llantillo Pertholey Community Council.		
Admission Forum		
Local Community Frist Partnership		
SNP Cymru Parent Partnership Service		
Child Development Team, Aneurin Bevan Health Board.		
Headteachers	<b>Mounton House 23<sup>rd</sup> November 2015</b>	<b>Consultation closes 6<sup>th</sup> 2016</b>
All Governors	<b>Mounton House 23<sup>rd</sup> November 2015</b>	<b>Consultation closes 6<sup>th</sup> 2016</b>
School Budget Finance Forum	<b>Mounton House 23<sup>rd</sup> November 2015</b>	<b>Consultation closes 6<sup>th</sup> 2016</b>
Diosen Director of Education	<b>Mounton House 23<sup>rd</sup> November 2015</b>	<b>Consultation closes 6<sup>th</sup> 2016</b>
All Elected Members	<b>Mounton House 23<sup>rd</sup> November 2015</b>	<b>Consultation closes 6<sup>th</sup> 2016</b>

<b>Will any further consultation be needed?</b>		
All consultation will be carried out in in line with statutory consultation rules.		

## 5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
A – In line with statutory consultation plan. (attached)	Sharon Randal-Smith	January to September 2016
B – Notify all current external organisations of plans to increase pricing structure as of January 2016. Price increase implemented from 1 <sup>st</sup> January onwards.	Stephanie Hawkins.	October to November 2015  January 2016
B- Consult with school funding forum on proposed amendamnts of delegated formula Consultation period to commence following school forum school consideration. Proposed consultation period to close 6 <sup>th</sup> January. Consultation results to cabinet for decision making,	Nikki Wellington  Nikki Wellington	November 2015  Jan/ Feb 2016

## 6. Additional resource/ business needs

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

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Part A No capital expenditure anticipated. The building is in good state of repair for the 2 rooms to be given back to the school.	Not applicable	
Project Management	This will be provided by the current management team within CYP.	
Potential redundancies estimated costs (at worse) £54,000.	In line with policy. If applicable any redundancy costs will not come out of the ALN budget.	
Part B. Potential redundancy costs - Until modelling has taken place the costs are unknown. This decision sits with the governing body.	In line with policy.	

## 7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Target 2016/17	Target 2017/18	Target 2018/19
Project Plan	Complete all milestones with the agreed timeline in line with both detailed action plans for both part A&B.						
Children	Measureable outcomes of pupil performance (A and B)						
Customer	Review numbers of children attending the school from external organisations.						
	Establish way of measuring customer satisfaction and continue to review.						
Finance	Track the financial position of the school with the reduced funding formula to ensure any deficit budget is recovered within the 3 year period.						

Page 513

## 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	Operational		Low	Low	Low	Staff training to build capacity in school.	Low

View special needs resource base.							
Out of County pupils withdrawn from Mounon House	Operational / strategic		Medium	High	Medium	Early consultation with other LEA's	Med
Governing Body do not identify operational need areas given the proposed reduction in funding.	Operational		Low	Low	Low	Finance team working with Governing body and helping with options for savings.	Low

## 9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)
That the children who leave the resource base can have their needs met locally.	Both research and our experience shows that where education within the mainstream classroom is appropriate with the relevant support it can be hugely beneficial in developing skills to prepare our children and young people to become as independent as possible. Children leaving the resource base will have access to appropriate support within mainstream classes locally to ensure that their needs are met effectively.
That staff will be subject to protection of employment policy and will be supported to find re-deployment.	We have an established authority policy in place to support this process.
Savings identified in Mounon House to ensure there is no deficit.	On going work indicates potential savings.
Out of County pupils remain with placements for Mounon House.	Following notification of increase to external organisations limited negative feedback has been received to date. We need to continue to review this as this is will become more evident summer 2016.

## 10. Monitoring the budget mandate

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

**How will you monitor**



Monitor mandate via:-	Service improvement plan. Statutory consultation plan. Internal challenge sessions Select committees. Schools financial reporting
-----------------------	---

## 11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?
At point of final deliver of the mandate.	Sarah McGuiness to report into SLT and cabinet.

This page is intentionally left blank



<p><b>Name of the Officer</b> completing the evaluation Stephanie Hawkins</p> <p><b>Phone no:</b> 01633 644486 <b>E-mail:</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 517</p>	<p><b>Please give a brief description of the aims of the proposal.</b></p> <p><b>Mandate B20</b></p> <p>The objective of the proposal is to review the current specialist provision Monmouthshire provides for children with special educational needs both within Monmouthshire and outside of the Local Authority. We need to ensure that the provision provided for our children and young people is fit for purpose, meets the needs of our community, is robust, flexible and sustainable both now and in the future.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• We reviewed the pricing structure for ALN services provided by Monmouthshire County Council to external organisations.</li> <li>• We are proposing to change to the funding formula/ delegation for Mounton House Special School</li> </ul>
<p><b>Name of Service</b></p> <p>Additional Learning Needs - CYP</p>	<p><b>Date Future Generations Evaluation form completed</b></p> <p>14 September 2015 Updated December 2015</p>




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



Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A prosperous Wales</b> Efficient use of resources, skilled,</p>	<p>The proposal will offer an inclusive education as close to home and the local community as</p>	

<b>Well Being Goal</b>	<b>How does the proposal contribute to this goal? (positive and negative)</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
educated people, generates wealth, provides jobs	possible.  There may be some staff redundancies as the skill set and expertise for teaching staff may be different.	All staff will be subject to Monmouthshire Staff protection of Employment Policy and will be supported with re-deployment.
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N/A	
<b>A healthier Wales</b> People's physical and mental wellbeing 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.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	N/A	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	N/A	
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	There are great opportunities for children to access sport, art and recreation within a fully inclusive mainstream setting.	All sport, art, & recreation activities will be accessible to all children at the school and we will encourage as many as possible to participate fully.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p><b>A more equal Wales</b> 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>Page 519</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. But becoming more efficient and generating more income the organization can continue to focus delivery on its key priorities.</p>	<p>We are ensuring we plan and take into account any changes, by being flexible and actively listening to our communities. This is stage 3 of the ALN review therefore we already have completed extensive consultation and we will continue to consult during the development of stage 3. By being more aware of the market conditions will enable a more viable business plan.</p>
 <p>Working together with other partners to deliver objectives</p>	<p>We'll continue to collaborate with children's services and work in line with their strategy of educating Monmouthshire children in mainstream schools within their own communities.</p>	<p>We continue to work with our partners in Health and Social Care to plan the education of our most vulnerable pupils. We will also to continue to understand and work with other organisations to maximise learning opportunities.</p>
 <p>Involving those with an interest and seeking their views</p>	<p>In line with the statutory consultation we will carry out extensive engagement and consultation with all stakeholders.</p>	<p>We continue to work with schools and the community as well as counsellors to ensure all have a voice and are able to feed back to us. We will continue to listen and shape our services following the consultation.</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Monmouthshire schools have a delegated budget to utilize to support special needs pupils at 'school action' and 'school action plus' of the SEN Code of Practice. ( Wales),</p>	<p>We will be planning to work even closer with schools and clusters to support schools make best use of their resources. The Local Authority has a responsibility to support all schools with budget planning and managing change.</p>
 <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>More children will be included in mainstream education.</p>	<p>During our monitoring and evaluation it is even more evident that children will benefit from being educated in their local school. Less children will be travelling round the county, this will also have social and financial benefits.</p>

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

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
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>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
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. Part of this proposal only impacts on one school in Monmouthshire ( Deri View) where there is significant experience and skills available to fully support this transition. There will be minimal disruption for the pupils as they are already familiar with the building, teaching & support staff and other pupils.

The pricing structure for the ALN services provided by Monmouthshire to external organisations will now be realigned to be competitive with the market.

The funding formula delegation rate will reduce funding the amount of funding to Moun-ton House School, however the amount of delegation is now aligned to the actual number of residential places rather than a historic figure.

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

Page 523

<b>What are you going to do</b>	<b>When are you going to do it?</b>	<b>Who is responsible</b>	<b>Progress</b>
Ensure the LA follows the Statutory guidelines covering school closure.( 2 classes SNRB)	Within the attached timeline, Appendix 1	Stephanie Hawkins	Progress will be measured by pupil attainment against teacher targets.
Ensure that the transition plan is carried out to minimize any potential disruption to all pupils and staff.	Plan will be developed with the team once the statutory consultation is completed and well in advance of start of the transition process.	Stephanie Hawkins	Progress measured against the plan. Review of effectiveness following integration. ( in line with agreed outcomes)
To ensure any identified training needs are delivered	This will be developed as part of the transition plan and in line with the time scales above		As above. This will be continuously reviewed and monitored in line with current performance management

			processes.
Monitor external organization placement take-up at Mounon House Special School	Termly review number on roll from external placements	Stephanie Hawkins	Increased charges do not commence until January 2016
Ensure Statutory procedures to change funding formula delegation is followed	School Budget Forum received proposal November 2015, consultation period closes in January, conclusions of consultation scheduled to go to Cabinet for decision Jan/Feb 2016	Nikki Wellington	School Forum received consultation document. Consultation has commenced with all stakeholders informed.

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

<b>The impacts of this proposal will be evaluated on:</b> Page 524	Regularly, in line with the Service Improvement Plan Assessment/progress of pupils now educated in main stream Financial position of Mounon House
---	---

# 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.

<b>Mandate Completed by</b>	Kellie Beirne (1 <sup>st</sup> draft), Roger Hoggins (2 <sup>nd</sup> draft)
<b>Date</b>	14.09.15 (1 <sup>st</sup> draft), 09/12/15 (2 <sup>nd</sup> draft)

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

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

*The budget assumption has now been revised to £400. To some degree the budget value is governed by the actions of the town and community council. It is possible that the value will be revised further according to feedback from town and community councils as they set their budgets/precepts.*

### Directorate & Service Area responsible

This is a whole-authority mandate but specifically relates the Council's priority around 'maintaining locally accessible services'. Since the majority of these mainly discretionary services relate to Enterprise and Operations, this mandate will be jointly led by Kellie Beirne and Roger Hoggins.

### Mandate lead(s)

Kellie Beirne & Roger Hoggins

### 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 problem is that at a time when funding for discretionary local services, is at its lowest, demand and public reliance for services is at its highest. Local services are valued tremendously in a rural county, where over 50% of residents live in population groups of less than 1,500 and meaning that social isolation and access to service deprivation is acutely felt. The Council has recently added to its three priorities around education, vulnerable people and enterprise with a focus on sustaining locally accessible services. This places a great weight of emphasis on new ways of working, Council-community collaboration and identifying more locally-focussed ways to help sustainably fund the gaps in provision so as to continue adding value to our towns, villages and settlements. The proposal also seeks to address more forcibly and visibly, the sentiment that decisions regarding local services and functions are best made and provided at the local level, in line with 'whole place' principles. This proposal thus helps to further the Council's objectives around devolution of greater freedoms and powers to local communities – in order they are able to act in accordance with 'what matters' to their localities.

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

The evidence base from the MTFP over the last few years demonstrates the high level of efficiency savings and income generation made in areas such as leisure, cultural services, libraries and One Stop Shops ('Hubs'), Tourist Information Centres and Street Scene services, public conveniences and landscaping/ green spaces management. It is becoming difficult to envisage how much leaner these services can be, and in their current formats, how much more income they could sustainably generate. Given the level of targeted reductions in these areas in future years – 'business as usual' is threatened and the current way of working is no longer sustainable. Continued reductions on the same basis will mean that many of these services will be wiped out unless new contributions and resource opportunities are identified.

In relation to devolution of power, the sentiments outlined in this proposal resonate with the Localism Bill and the principles of greater devolution of power to local communities in order that they play a greater role in shaping their own futures. This is a central principle to the whole place agenda the Council has been running for in excess of two years and the conversations, plans, frameworks and actions that have sought to build local understandings and capacity in preparedness for greater local involvement and empowerment.

### How will this proposal address this issue

The proposal seeks to develop a 'Local Fund' across the county into which Town and Community Councils can make a contribution to sustaining the services they feel are most important to the wellbeing of their towns. The options include working with Town and Community Councils to inform precept setting in order to engage communities about the services that matter most to them and targeting local rate increases as a means of helping the Council sustain them and; considering how current precepts are invested now and how that might be adjusted in the future to take into account the need to contribute to sustaining certain core local services. This does not seek to shift the responsibility of local service provision wholly to town and community councils – but instead relies upon more of a partnership and collaborative approach to maintaining important local services.

### What will it look like when you have implemented the proposal

Fully implemented, a Local Fund will be established that will see participant Town Councils and potentially, Community Councils, invest x amount of money in supporting the Council to maintain the local services each area feels to be of greatest importance. The amount contributed by each local Council will vary according the local priorities. In cases where contributions cannot be agreed – the impact will be that key local services will have to cut their cloth accordingly which could mean curtailing opening hours, reduction in service provision levels and in some cases withdrawals of services altogether.

### Expected positive impacts

- Greater meaningful engagement across the County and Town and Community councils
- Reinvigoration of the Charter with Town and Community Councils with specific local area agreements that set out the nature and scale of relationships between the Council and community
- Increased local delivery and accountability
- Sustaining locally accessible services
- Developing service model that are more self-reliant and resilient and reflective of local needs as opposed to 'one size fits all' priorities
- Greater local understanding of the budget pressures facing the Council and harnessing a sense of shared responsibility in terms of how the challenges are managed at the local level
- Reinforcement of 'one size does not fit all'
- Could advance strategic 'cluster' conversations – eg. Bryn-y-cwm, Lower Wye, Severnside and Central Mon discussions as opposed to town-centric or individual community council dialogue

### Expected negative impacts

- Perception of double whammy at community level
- Potential for inconsistent levels of engagement and arguments for proportionate town splits as opposed to investing in what matters

- locally – even if that means varying levels of investment/ contributions across towns and communities
- Inability to make progress because of differing views about roles and purpose of town and community councils
  - Potential reduction or loss of certain services if local support cannot be secured

## 2. Savings proposed

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

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Enterprise	c£4m on discretionary local services	200k across the county		200k				200k
Operations	c£10m on discretionary local services	200k across county		200k				200k

Page 528

## 3. Options

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

Options	Reason why Option was not progressed	Decision Maker
Cut and shut services	Council commitment to sustaining local services means other options and collaborations must be explored	Cabinet


#### 4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name Town & Community Councils/ Programme Boards	Organisation/ department: Enterprise/ Operations	Date: over period of last 12 months
<i>In recent years a great deal of work has been done with TC's and some CC's to either transfer services or gain support to sustain services. So far this has largely been based around the provision of public conveniences and street sweeping</i>		<i>Services have transferred over the last three years.</i>

Page 529

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	<b>July/ September</b>	<b>Local Fund idea</b>
Select Committee	<b>November cycle</b>	<b><i>Strong Communities select committee support the concept but appreciate that there will be service cuts should the TC's and CC's not contribute. The committee sought further detail about which services are at risk.</i></b>
Public or other stakeholders	<b>October/November</b>	<b><i>Overall the majority are in support of more localised service delivery but also recognised that issues surrounding capacity within local councils and funding issues would vary dramatically between councils. At a recent meeting with town and community councils it became apparent that the capacity of councils to engage with the initiative varied significantly and that further work to explore what may work was required to allow councils to understand and engage with the process.</i></b>

Cabinet (sign off to proceed)		
-------------------------------	--	--

Will any further consultation be needed?		
Name	Organisation/ department	Date
Community occupiers & groups	Town and Community Councils and Programmes Boards <i>Work between MCC and the TC's and CC's on the detail of how closer working arrangements might operate and in particular how cluster arrangements might work will be required in the coming months.</i>	Ongoing over next 3-5 months

## 5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Continued engagement with Town and Community Councils	Kellie Beirne/ Roger Hoggins	September 15 – January 16
Identification of priority core services to which contributions can be directed	Kellie Beirne/Roger Hoggins	As above
Develop procedure around the role of Community Infrastructure Levy (CiL) in supporting Town and Community Councils to contribute to local services	Kellie Beirne/ Roger Hoggins	As above
If agreements cannot be reached identification of the services that will have to be cut/ shut/ curtailed as a result	Kellie Beirne/ Roger Hoggins	As above
Establishing principles and operation of the Local Fund – with Finance support and input	Kellie Beirne/ Roger Hoggins	January-February 2016
Development of Local Area Agreements that govern use of the fund and re-set local relationships and dialogue between Council and Town and Community Councils	Kellie Beirne/ Roger Hoggins	February-March 2016
Ensure all changes and new arrangements tie in with revised area governance arrangements	Kellie Beirne/ Roger Hoggins	November 2015



## 6. Additional resource/ business needs

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

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
No additional investment required to progress the work described above at this stage		

## 7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Level of contribution secured towards running costs of services identified and prioritised by Town and Community Councils	400,000							

## 8. Key Risks and Issues

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

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Town and Community Councils do not wish to engage and decide to not support the proposal	Strategic and operational	Conversations have been ongoing and there is a different view in the different areas on this matter. Some Town and Community Councils contribute already to some service – either through contributions to running costs or to running services directly.	High	High	High	Work closely with Town and Community Councils on demonstrating the actual costs of services; understanding the impacts if contributions cannot be made and sustained and identifying the actual loss of service that may result. Work will also include any financial support and help around business plans and community engagement.	High
Contributions will not be secured and local services will accordingly be reduced, cut or closed	Strategic and operational	As above	High	High	High	Ascertain any outstanding repairs & maintenance and undertake prior to transfer – not improvements	Med
We fall short on our aim to sustaining locally accessible services	Strategic	As above.	High	High	High	The Council's fourth priority is to create the conditions in which local services can be sustained. This does not mean the job of the Council is to provide them – it means it is the job of the Council to explore all relevant options, partnerships and mechanisms through which to sustain them.	High


## 9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
If contributions cannot be sought and secured – service levels will be cut/reduced/ curtailed	Because the funds do not exist to continue to support local services, to the same levels as currently afforded	Town and Community Councils
	<b><i>A schedule of services at risk of reduction/withdrawal has been provided to the town councils. This is attached as appendix ?. The proposals vary between towns but major issues are closure of public conveniences, reduction in street sweeping, reduced opening hours for museums and Hubs. Community councils have been provided with schedules of service costs which are at risk. These include gulley emptying, verge cutting, highway sweeping but are not explicit to each council. MCC is seeking support to retain service levels and for each council to agree its priorities and contribute accordingly or seek direct service provision by suitably qualified operators. IT IS EMPHASISED THAT SERVICE REDUCTIONS WILL PROCEED IF SUPPORT IS NOT FORTHCOMING.</i></b>	

Page 533

## 10. Monitoring the budget mandate

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

## 11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?
May 2016, Sept 2016, Dec 2016 and February 2017	Kellie Beirne and Roger Hoggins with Town and Community Councils via the Local Area Agreement

<p><b>Name of the Officer</b> Roger Hoggins</p> <p><b>Phone no:</b> x4133 or 07767 246138 <b>E-mail:</b> rogerhoggins@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal; working with Town and community councils to localize services thereby protecting service provision that is otherwise at risk. On the assumption of full collaboration by Tc's and Cc's then there is no impact upon service provision. However this assessment reviews the impact if Tc's and Cc's do not contribute to or take on services at risk.</b></p>
<p><b>Name of Service:</b> 'local' services such as public conveniences, street sweeping, hubs, museums, highway maintenance</p>	<p><b>Date Future Generations Evaluation form completed:</b> 09/12/15</p>






Page 535

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><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Assuming no support means that jobs will be lost or hours cut for toilet cleaners, street sweepers, staff in hubs and museums</p>	<p>HR issues will be managed in line with MCC's employment protection policies so the staff impact should be better managed</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and</p>		

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
can adapt to change (e.g. climate change)		
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood		
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Facilities in towns such as toilets, hubs, museums will be reduced (reduced opening hours or toilets closed)	An assessment will be made to ensure that the Hubs and museums are open during those times of greatest use.
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing		
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Museum opening hours will be reduced	Museums opening patterns will be set to best suit the popular visiting times
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	The closure of public toilets will be inconvenient and difficult for some members of the community	

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Balancing short term need with long term and planning for the future</p>	<p>The proposal seeks support from local councils to maintain services which at a county level are of a lesser priority to services such as education and social care. Whilst any closures or reduction in service are regrettable the exercise does allow the county council to support those services deemed of greatest importance.</p>	
 <p>Working together with other partners to deliver objectives</p>	<p>The county council is working with local councils to maintain services.</p>	
 <p>Involving those with an interest and seeking their views</p>	<p>working with the town and community councils empowers the councils to support local services.</p>	
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>This proposal seeks to mitigate the budget cuts for unitary authorities by seeking the support of local councils. Not to do so makes local service cuts inevitable but by working together they may be saved.</p>	
 <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Maintains services that are otherwise lost – street cleaning, public toilets, opening hours for hubs and museums. Maintaining these can only benefit the wider community and economy</p>	

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age		Loss of public conveniences may impact negatively upon certain groups in the community e.g. elderly and disabled.	
Disability		Loss of public conveniences may impact negatively upon certain groups in the community e.g. elderly and disabled	
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language	<i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc.</i>		



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>

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

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

Previously the county council has successfully worked with town and community councils to maintain services that are otherwise at risk. This extends the concept further but its success relies upon the local councils seeking to take on a greater role in service provision. This is an established concept for some but other CC's are less familiar with the concept.

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

The proposal may have limited success in the financial year 16/17 but officers will continue to work with local councils to embed the concept into their planning and funding for future years..

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Arrange further briefings and workshops with local councils either individually or in clusters to develop the concept further	During 2016	Will Mclean Roger Hoggins Kellie Beirne	

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

The impacts of this proposal will be evaluated on:	At start of financial year ( lack of support will require service cuts quickly in eth financial year to adjust actuals in line with budgets set.
--	--

## 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.

<b>Mandate Completed by</b>	<i>Roger Hoggins</i>
<b>Date</b>	<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

<b>Final mandate approved by Cabinet</b>	<b>Date:</b>
--	--------------

## 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
<b>Expected negative impacts</b>
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

Page 543

## 3. Options

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

Options	Reason why Option was not progressed	Decision Maker
Develop a wider Gwent based collaborative arrangement	MCC and NCC are already in discussions about collaboration and an Interim management arrangement will likely be in place during 15/16. This is an ideal stepping stone to full joint provision and does not preclude a Gwent wide arrangement being developed in the future	Head of service (NCC and MCC)


#### 4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Operations mgt team. NCC officer colleagues		September '15

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee	22 <sup>nd</sup> October	
Public or other stakeholders	Sept '15  Sept 28 <sup>th</sup> Staff conference 8 <sup>th</sup> October – 30 <sup>th</sup> November public consultation	Letter to NCC detailing the Interim agreement and laying T of R for a Joint arrangement assessment.
Cabinet (sign off to proceed)	Scheduled for 6 <sup>th</sup> January 2016	

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](#).

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
PTU provides high profile front line services and inherent with change is risk	operational	Combining a single service across two authorities requires joint decision making and bureaucracy.	medium	high	high	Clear reporting lines and understanding of roles, reporting lines. Simple dispute and reporting processes to correct problems quickly	low
Reduced internal staff places greater	operational	Reducing budgets does not reduce 'demand' within	high	medium	medium	Better processes to manage enquiries and responses to enquiries. Clear messages to members of priorities in new financial climate.	medium



stress upon those remaining		highways and staff will have to manage more complaints and enquiries from members and staff					

## 9. Assumptions

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

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

Page 547

## 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.

<b>Planned Evaluation Date</b>	<b>Who will complete the evaluation?</b>
--------------------------------	--





## Future Generations Evaluation ( includes Equalities and Sustainability Impact Assessments)






<p><b>Name of the Officer</b> completing the evaluation:</p> <p>Roger Hoggins</p> <p><b>Phone no:</b> 01633 644133 <b>E-mail:</b> rogerhoggins@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal:</b></p> <p><b>Mandate B22</b></p> <p><b>Collaboration between public bodies to share resources thereby improve efficiency, value for money etc.</b></p> <p><b>Restructuring of staff and services within the authority to reduce resources whilst retaining service provision.</b></p>
<p><b>Name of Service:</b></p> <p>Passenger Transport, highways/traffic, other services as they develop options</p>	<p><b>Date Future Generations Evaluation</b> 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><b>A prosperous Wales</b> 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><b>A resilient Wales</b></p>	<p>n/a</p>	

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

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Seeks to protect services into the future by reducing overheads</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Local authorities joining together to make best use of the resources available to them.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>		
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>		
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>		



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

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

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60  
61  
62  
63  
64  
65  
66  
67  
68  
69  
70  
71  
72  
73  
74  
75  
76  
77  
78  
79  
80  
81  
82  
83  
84  
85  
86  
87  
88  
89  
90  
91  
92  
93  
94  
95  
96  
97  
98  
99  
100

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>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
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
--	--------------------------------------

This page is intentionally left blank

## **Appendix F - Responsible Financial Officers Opinion**

1.1 The 2003 Local Government Act imposes a number of statutory duties on a Councils Responsible Financial Officer (RFO). Guidance on these duties is contained within LAAP Bulletin 55 and the CIPFA Statement on the Role of the Finance Director, compliance with which has been supported by the Councils Audit Committee. The primary duties are for me, as RFO, to provide a view on the robustness of the budget process, budgetary risk and the adequacy of reserves and balances.

### **1.2 Robustness of the budget process**

1.3 In terms of robustness of the budget process, I have placed reliance on the work carried out by members of the Strategic Leadership Team in their Directorates involving budget managers, the performance team and devolved accountants. The process has been properly rigorous with notable elements of good practice. These include;

- The use of the Councils Medium Term Financial Plan as an integral part of budget planning
- Inclusion of all Councillors through a Joint Select Committee to which all Members were invited.
- Cabinet ownership of budget principles and assumptions through the development of the Medium Term Financial Plan
- Anticipating likely and known events through the application of appropriate indices for base costs.
- Applying rigour via officer challenge sessions, Directorate Management Teams, Chief Officers, Strategic Leadership Team and Cabinet Member scrutiny.
- Comparing year on year budgets by using 2014/15 outturn and 2015/16 budget monitoring data.
- Providing Select Committees with opportunity to look at and scrutinize current budgets, gaining an understanding of the budgets within the remit of their Select committee.
- Engaging with the public at numerous events throughout the County in November and through the use of social media, sharing the budget ideas and gathering further ideas from the public.
- Consulting on budget proposals with the Schools Forum and Trade Unions and Business Ratepayers.
- Providing opportunities for public consultation, via the web site, You Tube presentations and Twitter.

- Communicating emerging Settlement considerations to Cabinet members.
- Being clear on risks and assumptions within budget proposals and identifying the links with the corporate priorities of the Council.
- Ensuring all members are involved in the budget setting process by establishing that budget and Council Tax settings is a function of full Council.

1.4 There are a number of explicit risks in the budget proposals now presented given the reduction in the settlement for next year and in the medium term. Risks have been identified as the budget proposals have been put together and are captured as part of the Authority's risk register. Outlined below are the key risks and how they are being managed:

- Some services may become financially unsustainable in the short to medium term as a result of reducing budgets and increasing demand. Some identification of evidenced based pressures in relation to the financial impact of increasing demand in children's social services, has been included in the current budget process. In addition, some risks have in part been mitigated by the protection given to these areas in the sense that budget savings have been more heavily weighted to other areas of the budget. However, given the current year position against the budget in some of these areas, this potential pressure will require careful monitoring over the course of the financial year so that problems can be highlighted early and any appropriate corrective action taken. Monitoring of progress against existing mandates that are part of the MTFP will be undertaken and progress reported to Cabinet and Select Committee quarterly. Engagement with the public, members and community groups on emerging proposals for the future years of the MTFP will continue so that proposals to balance the MTFP will be agreed taking into account the need to match the expected performance targets with adequate resources. Consideration will be given to how best to use capacity fund and any external funding sources to supplement the change programme required. The particular pressure in Children's social services needs to be managed with the implementation of a three year service and financial plan to ensure the service is able to deliver a balanced budget and continue to develop workforce practice.
- Directorates are being required to manage some pressures within their service areas as only significant pressures have been highlighted and included in the budget build. Whilst individually these pressures are relatively small, in total there is a considerable pressure to be managed alongside the achievement of the budget saving proposals contained as part of this budget.

- A number of the savings/efficiency proposals involve the generation of income, changes to current structures, systems and processes or have implications for service design involving other partners or organisations. These savings involve higher levels of risk than those which broadly maintain current arrangements. At the practical level these risks begin with the income targets not being achieved, possibility of slippage and disruption in the transition from old to new arrangements resulting in further pressures to be managed in the year in which savings are budgeted to be made. There is a need to ensure that the detailed business cases that will deliver the MTFP are fully costed, stress-tested and managed. Clearly robust and timely monitoring of the delivery of the savings in the budget will be critically important in order to manage the potential for these risks to materialize. In terms of income streams an action plan to deliver the Income Strategy needs to be undertaken.
- Late notification of grant funding streams being removed or reduced. This is particularly an issue where the expenditure backing this grant is in the form of permanent staff. These will need to be managed on a case by case basis, with the default position being that if the grant ceases the activity also ceases unless a business case can be built that justifies the maintenance of the activity, the expenditure and identifies a means of funding this expenditure following the loss of grant income
- Underlying assumptions built into the budget are not borne out next year. For example the pay award for 2016/17 has not yet been agreed. All budgets will not receive budget to cover the full extent of inflation factors next year if they turn out as expected. This puts further pressure on service budgets to find efficiencies savings to manage this shortfall. There is an expectation that this would need to be managed within overall directorate budgets.
- Uncertainty of when Prudential borrowing will impact on the revenue account resulting from progressing the 21<sup>st</sup> Century schools programme following further development of the detailed programme being submitted to the WG. The capital programme proposal seeks to mitigate this risk by establishing authority to generate capital receipts to offset the need to borrow, however this carries with it its own risk in the current economic climate.
- Treasury estimates established in the budget are based on cashflows, timing of capital spend, forecast interest rate levels and predicted trigger points for converting variable loans to fixed rate loans. There is inherent uncertainty and risk attached to each variable. The Authority has established a Treasury Equalisation reserve to mitigate the potential impact caused by significant variations to the year on year budget. Contributions from the reserve are used to even out the variation in the MTFP model.

- General pressures on school budgets indicated by the number of schools with deficit budget management plans. As previously identified, schools have been protected from the level of savings required from the rest of the Authority. The LEA will be working closely with schools to help costs savings to be established. However, it is understood that some schools will still need to establish budget management plans, any resulting redundancies will need to be met from the budget established for this purpose.
- The risks on the capital side are largely around the difficulties in achieving the level of capital receipts required to fund future capital investment. If receipts are not achieved, other funding streams need to be sought which may include prudential borrowing with its consequent impact on the revenue budget. Also there is a risk that the funding envelop for 21<sup>st</sup> century schools may not be sufficient and further work will be required to establish schemes can be delivered within the original budget set. In addition there are significant pressures highlighted of a capital nature that will not be met as the priority is to invest in 21<sup>st</sup> century schools.

1.5 Whilst the above risks in the 2016/17 budget have been identified, the main budgetary risks going forward in for the MTFP will also need to be managed and outlined are as follow:

- The authority is unable to deliver its political priorities in the future because it does not yet have clarity on its future business model or longer term financial plan. While work is continuing on the need to address the longer term issue of a reducing resource base as part of the MTFP, these are often only looking 2-3 years ahead which will mean the authority does not have a longer term financial plan and its current business model could become unsustainable in the long term. The Councils partnership administration continuance agreement sets clear priorities and performance expectation in line with these resource priorities, this only extends to 2017. The introduction of the Well-being of Future Generations Act requires us to plan on a decadal and generational basis and our current models do not extend to this timeframe. Action is required to develop and specify the business model for the authority in the long term, to ensure the Councils key delivery strategies Improvement Plan, MTFP, People Strategy, Asset Management Plan and iCounty Strategy all align to this model and to extend planning timelines for council's key strategic documents to ten years.
- Any impact arising from the Williams review, and the shape of Local government in Wales in the future and any new legislation impacting on the services provided by Local Authorities.
- Very low settlements projected for the medium term

- The revenue implications of 21st Century Schools, where the source of capital is uncertain given the medium term national forecast for significant funding reductions.
- The financial, service and strategic implications of service transformation, including shared services, greater partnership working with both public and private sector
- The national and local emphasis on increased waste diversion
- The deteriorating condition of local roads, associated infrastructure and property
- The ageing population
- Continued uncertainty in financial markets

## 1.6 Adequacy of reserves

- 1.7 The MTFP has established the principles for general and earmarked reserve utilization. The level of the **general reserve** at £6.9 million is of concern being just above the minimum prudent level. The final revenue budget proposals do not include any requirement to use the general reserve to balance the budget in 2016/17. As the MTFP is updated as new information becomes available the position regarding the use of reserves will need to be reviewed.
- 1.8 Included with the general reserve are the school based reserves. There has been a slight recovery over recent years with the result that Monmouthshire's schools based reserves are no longer the lowest in Wales.
- 1.9 The 2016/17 budget recommendations anticipate some use of **earmarked reserves** to support the budget saving proposals and to even out one off expenditure items over the MTFP. Earmarked reserves have been established over time for the purpose of future utilisation, and whilst not currently earmarked for use provide a level of contingency for some of the risks associated with the budget recommendations highlighted in this report.
- 1.10 Earmarked reserve usage over the MTFP is projected to decrease the balance on earmarked reserves from £10.9 million at the start of 2015/16 to £5.6 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 £4.7 million.
- 1.11 The forecast use of reserves in the current year, 2015/16, means that by the end of 2016-17 the Council is likely to utilise over 48% of the useable earmarked reserves brought forward from 2014-15, based on approvals to use reserves so far. Further reserve usage is anticipated before the end of the year, in particular redundancy costs in relation to Community Hubs which will

need approval (£305k) and is likely to extinguish the Redundancy and Pensions reserve.

- 1.12 Given the forecast use of earmarked reserves, in order to ensure adequacy of reserves for the MTFP, the following change in practice has been approved:
- Increase workforce planning and redeployment to reduce the need for reserves to cover redundancies
  - Any request for reserve funding must first explore whether existing budgets, or external funding sources can be used for the proposal accepting this may require a change in priorities if existing budget are used
  - Use of reserves to implement budget savings must use the saving first to repay the reserve
  - IT investment bids will need to be considered in the core capital programme when the IT investment reserve is extinguished, this may necessitate displacing some of the core capital programme allocations depending on the priorities agreed
- 1.13 A revaluation of the insurance reserve requirement is to be commissioned in the third quarter, and the work undertaken in the 4<sup>th</sup> quarter so that the figures will be current and available for 2015/16 closure. This may give scope to re-designate some of this reserve but this is subject to the outcome of the work outlined.
- 1.14 The above action is needed a slow down in the use of ear marked reserves through the above mechanisms, otherwise consideration would need to be given to budgeting to replenish reserves or including in the base budget, requests that would normally have been funded by reserves, both of which will increase the resource gap in the MTFP.
- 1.15 Whilst every effort will be made to avoid redundancy costs a budget has been included in the MTFP relating to these costs as they are a recurring expense in the current climate. Protection of Employment policy will be used to ensure redundancy is minimised, however, it is expected there may be some that are inevitable and a separate budget will be required for this, possibly in the region of £450,000 per year.
- 1.16 The volatility of the Children's social services budget is going to be supplemented for 2016/17 with further funding, however it is proposed to earmark the Priority Investment Reserve for next year to cover further pressures if they are not able to be contained.
- 1.17 The resulting impact on earmarked reserves would be to take the usable balance down further by the end of the MTFP period.



- 1.18 My judgement, taking into account the budget forecast, the corporate budget position, the quantum of earmarked reserves as well as the General Reserve is to certify reserves as adequate presently. However, given that the financial outlook is not set to improve significantly in the medium term, it is vital that the reserve position continues to be closely monitored. This will require continued sound budget management in future years of account and close Cabinet scrutiny of any further proposals to utilise reserves in the coming months. Further savings need to be identified so that the use of the general reserve can be minimized.
- 1.19 The provisional schedule of reserves estimated at the end of the financial year is included as an appendix to the budget report.

J Robson  
Responsible Financial Officer

This page is intentionally left blank

## Prudential Indicators for Capital Programme Proposals 2016/2020

Local Authorities determine their own programmes for capital investment in fixed assets. The Prudential Code is the code of practice supporting local authorities in taking decisions and underpins the system of capital finance. The key objectives of the Prudential Code are to ensure, within the Prudential Framework, that capital investment plans of the Authority are affordable, prudent and sustainable.

To demonstrate that local authorities have fulfilled these objectives, the Prudential Code sets out the indicators that must be used, and the factors that must be taken into account. These indicators are reported below based on actual, current and planned capital budget proposals as in the proposed 2016/2020 capital medium term financial plan.

Importantly, it should be noted that the proposed supported and unsupported borrowing results from the current and future capital budget proposals:

Borrowing budgeted in the capital budget proposals 2016/17 to 2019/20 is as follows: The 2016/17 figures are inclusive of slippage from 2015/16 as identified and reported as part of the month 6 capital monitoring process.

- General Unsupported borrowing of £1,000,000 2016/17 to 2019/20.
- 21<sup>st</sup> Century Schools – budgeted unsupported borrowing of £18,596,000 (including slippage) in 2016/17
- £2,420,000 of supported borrowing in 2016/17 to 2019/20 which assists in financing the core capital programme and is funded through Revenue Support grant from the Welsh Government.

### Capital Expenditure

The actual capital expenditure and financing (excluding vehicle leasing) that was incurred in 2014/15 and the estimates of capital expenditure and financing for the current year and future years that are recommended for approval are:

	2014/15 Actual £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000
Capital Expenditure	13,772	24,756	42,274	29,567	8,192	5,391

The estimate of capital expenditure for the 2015/16 and 2016/17 financial years includes allowance for slippage of expenditure from the 2015/16 capital programme that was forecast at month 6 capital monitoring.

As stated in the Capital programme budget proposals the medium term programme has been drafted, and a programme constructed for the next four years. There will be opportunity for the programme to be reviewed annually.

### Ratio of financing costs to net revenue stream

Estimates of the ratio of financing costs to net revenue stream for the current and future years, and the actual figures for 2014/15 are:

	<b>2014/15 Actual %</b>	<b>2015/16 Estimate %</b>	<b>2016/17 Estimate %</b>	<b>2017/18 Estimate %</b>	<b>2018/19 Estimate %</b>	<b>2019/20 Estimate %</b>
Ratio of financing costs to net revenue stream	6.23	6.53	4.78	6.31	6.54	6.49

The estimates of financing costs include current commitments and the proposals in this budget report and are based on the actual and anticipated borrowing, net of investments.

### Capital Financing Requirement

Estimates of the end of year Capital Financing Requirement for the Authority for the current and future years and the actual Capital Financing Requirement at 31 March 2015 are:

	<b>2014/15 Actual £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>	<b>2017/18 Estimate £000</b>	<b>2018/19 Estimate £000</b>	<b>2019/20 Estimate £000</b>
Capital Financing Requirement	122.9	113.3	124.8	121.1	118.0	116.0

The Capital Financing Requirement measures the authority's underlying need to borrow for capital purposes. In accordance with best professional practice, Monmouthshire County Council does not associate borrowing with particular items or types of expenditure, other than under its current policy for determining its Minimum Revenue Provision. The authority has an integrated treasury management strategy (last

approved on 26<sup>th</sup> February 2015 by Council) and has adopted the CIPFA Code of Practice for Treasury Management in the Public Services.

The Council manages its treasury position in terms of its borrowings and investments in accordance with its approved treasury management strategy and practices. In day-to-day cash management, no distinction can be drawn between revenue and capital cash. External borrowing arises as a consequence of all the financial transactions of the authority and not simply those arising from capital spending. In contrast, the Capital Financing Requirement reflects the authority's underlying need to borrow for a capital purpose.

CIPFA's Prudential Code for Capital Finance in Local Authorities includes a key indicator of prudence where Gross External Borrowing does not, except in the short term exceed the total of Capital Financing Requirement. This is the case for the preceding year plus the estimates of any Capital Financing Requirement for the current and next two financial years.

Net external borrowing is the borrowing budgeted to finance the capital programme (Gross External borrowing) offset by the levels of cash and investments.

Page 567

	<b>2014/15 Actual £000</b>	<b>2015/16 Estimate £000</b>	<b>2016/17 Estimate £000</b>	<b>2017/18 Estimate £000</b>	<b>2018/19 Estimate £000</b>	<b>2019/20 Estimate £000</b>
Net External borrowing	76.2	95.0	95.0	106.3	108.0	106.0
Gross External borrowing	100.6	100.0	105.0	116.3	118.0	116.0
Capital Financing Requirement	122.9	113.3	124.8	121.1	118.0	116.0

The Head of Finance, as the Authority's S151 officer, reports that the Authority had no difficulty meeting this requirement in 2014/15, nor are any difficulties envisaged for the current or future years. This view takes into account current commitments, existing plans, and the proposals in this budget report.

### **Authorised Limit for External Borrowing**

In respect of external debt, it is recommended that the Council approves the following Authorised Limit for its total external debt gross of investments for the next four financial years.

	<b>2014/15 Limit set £000</b>	<b>2015/16 Limit set £000</b>	<b>2016/17 Estimate £000</b>	<b>2017/18 Estimate £000</b>	<b>2018/19 Estimate £000</b>	<b>2019/20 Estimate £000</b>
Borrowing	134.6	137.1	134.0	145.3	147.0	139.0
Other long term liabilities	2.6	2.6	2.6	2.6	2.5	2.5
<b>Total</b>	<b>137.2</b>	<b>139.8</b>	<b>136.6</b>	<b>147.9</b>	<b>149.5</b>	<b>141.5</b>

These limits separately identify borrowing from other long-term liabilities. The Council is asked to approve these limits and to delegate authority to the Head of Finance, within the total limit for any year, to effect movement between the separately agreed limits of borrowing and other long-term liabilities, in accordance with option appraisal and best value for money for the authority. Any such changes made will be reported to the Audit Committee or Council at the next opportunity following the change.

These limits are consistent with the authority's current commitments, existing plans and the proposals in this budget report for capital expenditure and financing, and with its approved treasury management policy statement and practices. They are based on the estimate of the most likely, prudent but not worse case scenario, with sufficient headroom over and above this to allow for operational management, for example unusual cash movements.

Page 508

### **Operational Boundary for External Debt**

The Council is also asked to approve the following Operational Boundary for external debt for the same period.

	<b>2014/15 Limit Set £000</b>	<b>2015/16 Limit Set £000</b>	<b>2016/17 Estimate £000</b>	<b>2017/18 Estimate £000</b>	<b>2018/19 Estimate £000</b>	<b>2019/20 Estimate £000</b>
Borrowing	113.6	120.2	113.0	124.3	126.0	118.0
Other long term liabilities	1.1	1.1	1.1	1.1	1.0	1.0
	<b>114.7</b>	<b>121.3</b>	<b>114.1</b>	<b>125.4</b>	<b>127.0</b>	<b>119.0</b>

The proposed Operational Boundary for external debt is based on the same estimates as the Authorised Limit but reflects the estimate of the most likely, prudent but not worst case scenario, without the additional headroom included within the Authorised Limit to allow, for example, for unusual cash movements and equates to the maximum of external debt projected by this estimate.

The Operational Boundary represents a key management tool for in-year monitoring by the Head of Finance. Within the Operational Boundary, figures for borrowing and other long-term liabilities are separately identified. The Council is asked to delegate authority to the

Head of Finance, within the total Operational Boundary for any individual year, to effect movement between the separately agreed figures for borrowing and other long term liabilities, in a similar fashion to the Authorised Limit. Any such changes will be reported to the Audit Committee or Council at the next opportunity following the change.

The Council's actual external debt at 31 March 2015 was £101.8 million, comprising £100.6 million borrowing and £1.2 million other long-term liabilities. It should be noted that the actual external debt is not directly comparable to the Authorised Limit and Operational Boundary, since the actual external debt reflects the position at one point in time.

In taking its decisions on this budget report, the Council is asked to note that the Authorised Limit determined for 2016/17 would be the statutory limit determined under section 3(1) of the local Government Act 2003.

### **Incremental impact of new capital investment decisions on Council Tax**

A key measure of affordability is the incremental impact on the Council Tax, and the Council should consider different options for its capital investment programme in relation to their differential impact on the Council Tax.

The incremental impact works on the basis that supported borrowing is funded through Revenue Support Grant. The calculation is therefore determined by establishing the revenue impact of:

Page 569

- Unsupported borrowing – in terms of interest payments and the statutory Minimum Revenue Provision (MRP)
- Any revenue savings or costs that have been identified and that will result from capital schemes being delivered

The current capital budget proposals, using current information available, would have the following impact:

	<b>2014/15 Actual £ p</b>	<b>2015/16 Estimate £ p</b>	<b>2016/17 Estimate £ p</b>	<b>2017/18 Estimate £ p</b>	<b>2018/19 Estimate £ p</b>	<b>2019/20 Estimate £ p</b>
Effect on Band D Council Tax	12.23	(0.04)	35.84	1.67	(0.30)	1.86

The notable incremental impact in 2016/17 is due to the high level of borrowing required to fund the 21C schools programme. The credit in 2015/16 is due to the low level of borrowing applied to the capital programme.

**Joy Robson**  
Responsible Financial Officer

This page is intentionally left blank



## APPENDIX H1 - USE OF RESERVE FOR REVENUE BUDGET PURPOSES 2016/17

Item	2016/17		Reserve
	£000	£000	
	To	From	
<b>COUNCIL FUND</b>			
<b>Net contribution to/from Council Fund</b>	<b>0</b>	<b>0</b>	
<b>EARMARKED RESERVES</b>			
<b>General Earmarked reserve use</b>			
<b>Contributions from:</b>			
Vehicles (residual value advance)		67	Invest to Redesign Reserve
Innovation & Marketing Business Case		210	Invest to Redesign Reserve
Pension Strain Costs		352	Redundancy and Pensions Reserve
Children's Services Temporary Staff		169	Priority Investment Reserve
Elections		100	Elections Reserve
<b>Total contribution from Earmarked Reserves</b>	<b>0</b>	<b>898</b>	
<b>Contributions to:</b>			
Repayments to reserve for amounts provided in earlier years	-73		Invest to Redesign Reserve
Election costs	-25		Elections reserve
Grass routes buses reserve	-5		Grass Routes buses reserve
<b>Total contribution to Earmarked Reserves</b>	<b>-103</b>	<b>0</b>	
<b>Earmarked reserve support for revenue budget</b>	<b>-103</b>	<b>898</b>	
<b>Capital reserve funding</b>		504	Capital Investment Reserve
<b>Total Earmarked Reserve Contributions</b>	<b>-103</b>	<b>1,402</b>	

This page is intentionally left blank

APPENDIX H2 - RESERVE BALANCES 2016/17

Account	2015/16					2016/17			2017/18			2018/19			2019/20			
	C/F	Contributions To (rev)	Contributions From (rev)	Contributions from (Cap)	Capital Slippage	C/F	Contributions To	Contributions From	C/F	Contributions To	Contributions From	C/F	Contributions To	Contributions From	C/F	Contributions To	Contributions From	C/F
<b>Council Fund</b>																		
Council Fund (Authority)	-6,990,868					-6,990,868			-6,990,868			-6,990,868			-6,990,868			-6,990,868
School Balances	-1,140,032					-1,140,032			-1,140,032			-1,140,032			-1,140,032			-1,140,032
<b>Total Council Fund</b>	<b>-8,130,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-8,130,900</b>	<b>0</b>	<b>0</b>	<b>-8,130,900</b>	<b>0</b>	<b>0</b>	<b>-8,130,900</b>	<b>0</b>	<b>0</b>	<b>-8,130,900</b>	<b>0</b>	<b>0</b>	<b>-8,130,900</b>
Invest to Redesign	-1,483,521	-49,396	706,763	100,000	311,278	-414,876	-72,508	277,442	-209,942	-134,779	62,797	-281,924	-170,681	48,129	-404,476	-132,378	20,079	-516,775
IT Transformation	-639,840		73,200	250,000	97,341	-219,299			-219,299			-219,299			-219,299			-219,299
Insurance and Risk Management	-2,250,388					-2,250,388			-2,250,388			-2,250,388			-2,250,388			-2,250,388
Capital Receipt Generation	-460,342		233,357			-226,985			-226,985			-226,985			-226,985			-226,985
Treasury Equalisation	-990,024					-990,024			-990,024			-990,024			-990,024			-990,024
Redundancy and Pensions	-899,836		325,434			-274,502		351,521	77,019		202,484	279,503		163,978	443,481		88,038	531,519
Capital Investment	-1,620,845	-15,500		489,541		-1,146,904		503,541	-643,363		14,000	-629,363		14,000	-615,363		14,000	-601,363
Priority Investment	-1,973,294		1,408,274			-565,020		168,861	-396,159			-396,159			-396,159			-396,159
Museums Acquisitions	-59,798					-59,798			-59,798			-59,798			-59,798			-59,798
Elections	-83,183	-25,000				-108,183	-25,000	100,000	-33,183	-25,000		-58,183	-25,000		-83,183	-25,000		-108,183
Grass Routes Buses	-160,615	-5,000	25,913			-139,702	-5,000		-144,702	-5,000		-149,702	-5,000		-154,702	-5,000		-159,702
Chairman s	-36,754					-36,754			-36,754			-36,754			-36,754			-36,754
Youth Offending Team	-382,226					-382,226			-382,226			-382,226			-382,226			-382,226
Building Control	-490					-490			-490			-490			-490			-490
Outdoor Education Centres	-190,280					-190,280			-190,280			-190,280			-190,280			-190,280
Learn Wales	-48,674					-48,674			-48,674			-48,674			-48,674			-48,674
<b>Total Earmarked Reserves</b>	<b>-10,980,311</b>	<b>-94,896</b>	<b>2,772,941</b>	<b>839,541</b>	<b>408,619</b>	<b>-7,054,105</b>	<b>-102,508</b>	<b>1,401,365</b>	<b>-5,755,248</b>	<b>-164,779</b>	<b>279,281</b>	<b>-5,640,746</b>	<b>-200,681</b>	<b>226,107</b>	<b>-5,615,320</b>	<b>-162,378</b>	<b>122,117</b>	<b>-5,655,581</b>
<b>TOTAL USEABLE REVENUE RESERVES</b>	<b>-19,111,211</b>	<b>-94,896</b>	<b>2,772,941</b>	<b>839,541</b>	<b>408,619</b>	<b>-15,185,005</b>	<b>-102,508</b>	<b>1,401,365</b>	<b>-13,886,148</b>	<b>-164,779</b>	<b>279,281</b>	<b>-13,771,646</b>	<b>-200,681</b>	<b>226,107</b>	<b>-13,746,220</b>	<b>-162,378</b>	<b>122,117</b>	<b>-13,786,481</b>

This page is intentionally left blank

**Appendix I - Revenue Budget Summary 2016/17**

	October & December 2016 Cabinet proposals					Provisional Settlement		Full Cost MTFP Base Budget Adjustments	January 2016 Cabinets Final budget recommendations			
	Indicative Base Budget 2016/17	Proposed savings	Identified Pressures	Council Tax Income	Proposed Budget 2016/17	Adjustment to AEF	Settlement pressures / adjustments		Changes to Pressures	Changes to Savings	Further Efficiency Savings	Final budget recommended
<b>Net Expenditure Budgets</b>												
Children and Young People	50,900	-490	55	0	50,465	0	0	116	0	0	-110	50,471
Social Care and Health	37,374	-640	2,896	0	39,630	0	0	587	-200	0	0	40,017
Enterprise	8,697	-1,309	333	0	7,721	0	0	391	0	484	0	8,596
Operations	15,983	-1,000	2,012	0	16,995	0	0	440	-110	0	0	17,325
Chief Executive's unit	7,198	-569	180	0	6,809	0	0	-74	75	0	0	6,810
Corporate Costs & Levies	19,715	-222	1	0	19,494	0	0	-704	452	197	0	19,439
<b>Sub Total</b>	<b>139,867</b>	<b>-4,230</b>	<b>5,477</b>	<b>0</b>	<b>141,114</b>	<b>0</b>	<b>0</b>	<b>756</b>	<b>217</b>	<b>681</b>	<b>-110</b>	<b>142,658</b>
Appropriations	9,472	-2,136	100	0	7,436	0	0	-645	0	0	0	6,791
Contributions to Earmarked reserves	127	0	0	0	127	0	0	-24	0	0	0	103
Contributions from Earmarked reserves	-488	0	0	0	-488	0	0	-410	0	0	0	-898
<b>Total Net Proposed Budget</b>	<b>148,978</b>	<b>-6,366</b>	<b>5,577</b>	<b>0</b>	<b>148,189</b>	<b>0</b>	<b>0</b>	<b>-323</b>	<b>217</b>	<b>681</b>	<b>-110</b>	<b>148,654</b>

**Funding Budgets**

Aggregate External Financing (AEF)	-90,356	0	0	0	-90,356	-1,083	0	0	0	0	0	-91,439
Council Tax (MCC)	-44,909	0	0	-600	-45,509	0	0	-2	0	0	0	-45,511
Council Tax (Gwent Police)	-9,836	0	0	0	-9,836	0	0	0	0	0	0	-9,836
Council Tax (Community Councils)	-1,870	0	0	0	-1,870	0	0	0	0	0	0	-1,870
												0
<b>Total Funding</b>	<b>-146,971</b>	<b>0</b>	<b>0</b>	<b>-600</b>	<b>-147,571</b>	<b>-1,083</b>	<b>0</b>	<b>-2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-148,656</b>
<b>Headroom/-shortfall</b>	<b>2,007</b>	<b>-6,366</b>	<b>5,577</b>	<b>-600</b>	<b>618</b>	<b>-1,083</b>	<b>0</b>	<b>-325</b>	<b>217</b>	<b>681</b>	<b>-110</b>	<b>-2</b>

	Council Tax 2015/16				2016/17 tax base	Council Tax 2016/17	%age increase
Council tax recommendations	1,094.98				45,102	1,149.18	4.95%

This page is intentionally left blank

## Appendix J1 - Capital Budget Summary 2016 to 2020

	Indicative Budget 2016/17	Indicative Budget 2017/18	Indicative Budget 2018/19	Indicative Budget 2019/20
	Including 2015/16 Provisional Slippage			
Asset Management Schemes	1,929,278	1,929,278	1,929,278	1,929,278
School Development Schemes	36,285,429	24,225,699	2,851,368	50,000
Infrastructure & Transport Schemes	2,308,941	2,240,740	2,240,740	2,240,740
Regeneration Schemes	247,346	0	0	0
Sustainability Schemes	0	0	0	0
County Farms Schemes	300,773	300,773	300,773	300,773
Inclusion Schemes	850,000	850,000	850,000	850,000
ICT Schemes	0	0	0	0
Vehicles Leasing	1,500,000	1,500,000	1,500,000	1,500,000
Other Schemes	352,736	20,000	20,000	20,000
<b>TOTAL EXPENDITURE</b>	<b>43,774,503</b>	<b>31,066,490</b>	<b>9,692,159</b>	<b>6,890,791</b>
Supported Borrowing	(2,406,000)	(2,406,000)	(2,406,000)	(2,406,000)
Unsupported (Prudential) Borrowing	(19,596,108)	(908,000)	160,632	(1,000,000)
Grants & Contributions	(13,444,765)	(8,069,759)	(1,464,000)	(1,464,000)
Reserve & Revenue Contributions	(501,541)	(12,000)	(12,000)	(12,000)
Capital Receipts	(6,326,089)	(18,170,731)	(4,470,791)	(508,791)
Vehicle Lease Financing	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
<b>TOTAL FUNDING</b>	<b>(43,774,503)</b>	<b>(31,066,490)</b>	<b>(9,692,159)</b>	<b>(6,890,791)</b>
<b>(SURPLUS) / DEFICIT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Appendix J2 - Schools capital programme  (includes Raglan)	Financial Year 2015/16	Financial Year 2016/17			Financial Year 2017/18	Financial Year 2018/19	Total
	Budget Utilised £	Proposed Slippage B/F £	Indicative Budget £	Total Budget £	Indicative Budget £	Indicative Budget £	£
<b>Expenditure:</b>							
Monmouth Comprehensive School - 1600 Place	6,121,782	15,789,218	(2,806,307)	12,982,911	18,537,319	2,370,060	40,012,072
Monmouth Comprehensive School - Leisure		0		0	1,168,000		1,168,000
Caldicot Comprehensive School - 1500 Place	6,592,015	15,318,985	7,175,241	22,494,226	4,470,380	431,308	33,987,929
Welsh Medium Secondary Schools	500,000	2,500,000	(2,000,000)	500,000			1,000,000
Raglan	1,808,932	0	112,500	112,500			4,551,000
Feasibility - Monmouth	55,097	95,140		95,140			1,090,403
Feasibility - Caldicot	64,459	50,652		50,652			1,105,201
<b>Total Expenditure</b>	<b>15,142,285</b>	<b>33,753,995</b>	<b>2,481,434</b>	<b>36,235,429</b>	<b>24,175,699</b>	<b>2,801,368</b>	<b>82,914,605</b>
<b>Financing:</b>							
<b>External Grant Funding</b>	<b>(9,859,041)</b>	<b>(10,908,203)</b>	<b>(825,216)</b>	<b>(11,733,419)</b>	<b>(6,605,759)</b>	<b>0</b>	<b>(29,744,719)</b>
Monmouth Comprehensive School - 1600 Place	0	(1,000,000)		(1,000,000)	(17,341,000)	(2,370,060)	(20,711,060)
Caldicot Comprehensive School - 1500 Place	0	(8,891,000)	4,194,000	(4,697,000)		(1,591,940)	(6,288,940)
Welsh Medium Secondary Schools	0	(2,500,000)		(2,500,000)			(2,500,000)
Raglan	(1,161,681)	0	(56,250)	(56,250)			(2,300,999)
Feasibility - Monmouth	(83,578)	(56,000)		(56,000)			(139,578)
Feasibility - Caldicot	(56,375)	(50,652)		(50,652)			(107,027)
Proposed virement to maximise receipt usage	(4,001,573)		2,454,000	2,454,000	(320,940)		(1,868,513)
<b>Capital Receipts</b>	<b>(5,303,207)</b>	<b>(12,497,652)</b>	<b>6,591,750</b>	<b>(5,905,902)</b>	<b>(17,661,940)</b>	<b>(3,962,000)</b>	<b>(33,916,117)</b>
<b>Unsupported Borrowing</b>	<b>19,963</b>	<b>(10,348,140)</b>	<b>(8,247,968)</b>	<b>(18,596,108)</b>	<b>92,000</b>	<b>1,160,632</b>	<b>(19,253,769)</b>
<b>Total Financing</b>	<b>(15,142,285)</b>	<b>(33,753,995)</b>	<b>(2,481,434)</b>	<b>(36,235,429)</b>	<b>(24,175,699)</b>	<b>(2,801,368)</b>	<b>(82,914,605)</b>
<b>(Surplus) / Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Appendix J3 - Forecast Useable Capital Receipts**

Amounts in excess of £10,000 are categorised as capital receipts. The balance of receipts is required to be credited to the Useable Capital Receipts Reserve, and

The forecast movement on the reserve based on forecast capital receipts and the budgeted application of capital receipts to support the financing of the Authority's capital

<b><u>GENERAL RECEIPTS</u></b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Balance as at 1st April	17,440	6,306	18,151	6,452	3,985
Less: capital receipts used for financing	(3,899)	(420)	(509)	(509)	(509)
Less: capital receipts used for financing Monmouth, Caldicot and Welsh medium 21c school provision	(5,303)	(5,906)	(17,662)	(3,962)	0
Capital receipts received to date	1,166	0	0	0	0
	<b>9,403</b>	<b>(20)</b>	<b>(20)</b>	<b>1,981</b>	<b>3,477</b>
Capital receipts forecast	3,150	25,441	8,200	2,000	0
Deferred capital receipts	4	4	4	4	4
Less: capital receipts set aside:	(6,250)	(7,274)	(1,732)	0	0
<b>Balance as at 31st March</b>	<b>6,306</b>	<b>18,151</b>	<b>6,452</b>	<b>3,985</b>	<b>3,481</b>
<b><u>LOW COST HOME OWNERSHIP RECEIPTS</u></b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Balance as at 1st April	189	(0)	(0)	(0)	(0)
Less: capital receipts used for financing	(189)	0	0	0	0
	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
Capital receipts forecast	-	-	-	-	-
<b>Balance as at 31st March</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>

## Appendix J4 - Capital Receipts Summary and Risk Factors

The analysis below provides a summary of the receipts and the respective risk factors:

Risk Factor	2015/16 £	2016/17 £	2017/18 £	2018/19 £	
<b>Education Receipts</b>					
Low / completed	596,000	0	0	0	48%
Medium	100,000	550,000	0	0	52%
High	0	0	0	0	0%
	<u>696,000</u>	<u>550,000</u>	<u>0</u>	<u>0</u>	
<b>County Farm Receipts</b>					
Low / completed	530,000	0	0	0	73%
Medium	0	200,000	0	0	27%
High	0	0	0	0	0%
	<u>530,000</u>	<u>200,000</u>	<u>0</u>	<u>0</u>	
<b>General Receipts</b>					
Low / completed	590,000	16,200,000	0	0	99.6%
Medium	0	60,000	0	0	0.4%
High	0	0	0	0	0.0%
	<u>590,000</u>	<u>16,260,000</u>	<u>0</u>	<u>0</u>	
<b>Strategic Accommodation Review</b>					
Low / completed	0	0	0	0	0.0%
Medium	2,500,000	2,331,000	0	0	100.0%
High	0	0	0	0	0%
	<u>2,500,000</u>	<u>2,331,000</u>	<u>0</u>	<u>0</u>	
<b>Dependent on Outcome of LDP</b>					
Low / completed	0	500,000	7,500,000	1,300,000	57%
Medium	0	5,600,000	700,000	700,000	43%
High	0	0	0	0	0%
	<u>0</u>	<u>6,100,000</u>	<u>8,200,000</u>	<u>2,000,000</u>	
<b>TOTALS</b>					
Low / completed	1,716,000	16,700,000	7,500,000	1,300,000	68%
Medium	2,600,000	8,741,000	700,000	700,000	32%
High	0	0	0	0	0%
<b>Total</b>	<b><u>4,316,000</u></b>	<b><u>25,441,000</u></b>	<b><u>8,200,000</u></b>	<b><u>2,000,000</u></b>	

### Risk Factor key:

**High** - External factors affecting the potential sale that are out of Authority control

**Medium** - Possible risk elements attached but within Authority ability to control

**Low** - No major complications are foreseen for the transaction

## Appendix J5 - Capital Pressures

Description of Pressure	Forecast Cost	Responsible Officer / Champion
<b>Current Rights of Way issues (Whitebrook byway)</b> - Engineering assessments have been completed on landslip / collapse of byway at Whitebrook, estimated cost of repairs in the region of £70-£80k.	75,000	Matthew Lewis
<b>Current Rights of Way issues (Wye and Usk Valley Walks)</b> - Engineering assessments have been completed on river erosion / landslips on the Wye and Usk Valley Walks. [Monmouth] (Wye Valley Walk) £23,925, [Clytha] (Usk Valley Walk) £46,725, [Coed Y Prior] (Usk Valley Walk) £9,900, site investigations/design £5,500.	86,000	Matthew Lewis
<b>The major review of the waste Mgt and recycling service</b> is ongoing and will report in late Winter 2014 to Members with a proposal to delay revisions to the service until further analysis has been done. Proposals are likely to include consideration of receptacles rather than bags (anticipated cost of between £0.3-1.3m) To accommodate the change at kerbside, developments will be needed at our transfer stations at an indicative cost of £800k depending on the scale of works required. Options may be limited if WG insist on certain scheme components. The quoted capital costs exclude new vehicle costs which are modelled as being leased currently.	2,100,000	R Jowitt/C Touhig
<b>Monmouth Community Amenity site upgrade</b> - indicative costs are £1.5-2m if built and run by the Council. The transfer station and CA capital costs could be avoided if the Council decided it was best value to procure a build, finance, operate contract for its sites in future. The work to evaluate these options will follow on after kerbside collection.	2,000,000	R Jowitt/C Touhig
<b>Property Maintenance requirements for both schools &amp; non-schools</b> as valued by condition surveys carried out some years ago. The existing £2m annual budget mainly targets urgent maintenance e.g. health & safety, maintaining buildings wind & watertight, etc., and is insufficient to address the maintenance backlog. A lack of funding means maintenance costs will rise; that our ability to sell buildings at maximum market rates will be affected ; Our ability to deliver effective services will be affected and a Loss of revenue and poor public image.	26,000,000	R M O'Dwyer
<b>Disabled adaptation works to public buildings</b> required under disability discrimination legislation.	7,600,000	R M O'Dwyer
<b>Maintenance and H&amp;S works to historic buildings.</b> Little progress has been made to date as the only budget available is the already overstretched capital maintenance programme. Without remedial works, Health and Safety risks become higher, long term maintenance costs become higher and potential revenue is lost from e.g. tourism, bookings, exhibitions, use of the locations for large events i.e. Food festival. CADW and landlords could force authority to carry out emergency repairs.	4,000,000	R M O'Dwyer
<b>School Traffic Management Improvements at Castle Park and Durand Primary Schools</b> - based on works carried out on similar buildings.	300,000	R M O'Dwyer
<b>Refurbishment of all Public Toilets</b> - Capital investment required to facilitate remaining transfers to Town and Community Councils	60,000	R M O'Dwyer
<b>Modification works to school kitchens to comply with Environmental Health Standards.</b> Without additional funding school kitchens may have to be closed and additional costs for transporting meals incurred, possibly causing disruption to the education process.	210,000	R M O'Dwyer

<b>Countryside Rights of Way work</b> needed to bring network up to statutorily required and safe standard. This should be taken as a provisional figure as surveys and assessments of bridges and structures are on-going and the rights of way prioritisation system which includes risk assessment will more accurately define and rank the backlog. Bridge management report on 787 bridges completed in October 2013 identifies 254 known bridge issues of which 77 need repair, 31 replacement & 80 are missing. 68 have 'other' issues including 51 bridges which require full inspection to further ascertain requirements/costs. 13 bridges are 10m+ and require replacement or repair. It is not possible to cost all of these currently but a ball park figure of £288k has been identified for the first tranche of issues. <b>Additional ROW allocation (30K) helping, but scale of overall pressure means these figures are still relevant</b>	2,200,000	I Saunders
<b>Transportation/safety strategy</b> –Air Quality Management, 20 m.p.h legislation and DDA (car parks)	1,200,000	R Cope
<b>Disabled Facilities Grants (DFGs)</b> - The DFG's budget has remained unchanged for the last ten years. Each year the fully committed/spent date falls earlier in the financial year. This year we expect the budget to be fully committed by end October.	500,000	I Bakewell
<b>Shirenewton sewerage treatment plant</b> - Estimate increased from £50k to £75k. Last service /inspection report received in Sept 2014 stated 'very poor general condition and system in desperate need of replacement'.	75,000	Rob O'Dwyer
<b>Bringing County highways to the level of a safe road network.</b> This backlog calculation figure has been provided by Welsh Government. The Authorities Capital Programme is not addressing the backlog significantly as the annual level of funding available is not of sufficient magnitude to address this. The annual programme is set in relation to the approved budget and this programme is shared with all members. Routes are selected on the basis of their significance within the overall highway network and their condition. Programmes are reviewed annually around December and then distributed to members.	80,000,000	R Hoggins
<b>Investing in infrastructure projects needed to arrest road closures due to whole or partial bank slips.</b> Without additional expenditure there is the potential for deterioration, increased scheme costs, disruption to communities and the travelling public and road closures.	5,000,000	R Hoggins
<b>Backlog on highways structures including old culverts, bridges and retaining walls.</b> With existing budget this backlog will take 23 years to cover and there will be increased likelihood of loss of network availability.	12,700,000	R Hoggins
<b>Reprovision or repair of Chain Bridge</b> - Cost prediction is indicative at present. Detailed estimates will be available Jan 2015. The bridge is currently under special management measures and inspection. Repair/ reprovision will remove / minimise the need for these measures. Without remedial work, the structure will continue to deteriorate. The current 40T maximum limit will have to be further reduced restricting access to the Lancayo area especially for heavy vehicles.	2,000,000	R Hoggins
<b>Caldicot Castle remedial works</b> - longer term pressures given the condition of the curtain walls / towers etc. The £2-3m estimate is a ball part figure ranging from just the backlog of maintenance to also including improvements to bring the visitor facilities up to modern standards. An RDP grant is paying for a condition survey / outline conservation plan. The current condition of buildings constrains current operations and will impact on future management options including the assessment of viability of potential Cultural Services Trust. Heritage Lottery Funding is possible (but very competitive) Substantial match funding would still be required.	3,000,000	I Saunders
<b>Total Pressures</b>	<b>149,106,000</b>	
<b>Capital investment for revenue savings</b>		

<p><b>Leisure and cultural services</b> - Currently the service is exploring future delivery options including trust status. Part of the work will involve conditions surveys which may lead to capital works being required to expedite handover of assets. Included:- e.g. museums, Shire hall, Abergavenny castle, Old station Tintern, Caldicot castle; Have requested £30k from cabinet for work to review assets (15/10/14);</p>	1,000,000	
<p><b>ALN Strategy</b> - Mandate 35 of the MTFP 14/15 outlines a review of current ALN service that includes Mounton House. Options could require Capital Spend but this is unknown at the present time</p>	?	
<p>Office accommodation - move from Magor to Usk</p>	Separate report to seek funding	Rob O'Dwyer

This page is intentionally left blank

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

**REPORT:** Capital Budget Proposals 2016/17 to 2019/20  
**AUTHOR:** Joy Robson  
**MEETING AND DATE OF MEETING:** Cabinet – 6<sup>th</sup> January 2016

I have considered grounds for exemption of information contained in the report referred to above and make the following recommendation to the Proper Officer:-

**Exemptions applying to the report:**

Information relating to specific assets values of tenanted properties.

**Factors in favour of disclosure:**

Provides information on assets the Authority is proposing to sell.

**Prejudice which would result if the information were disclosed:**

Prejudice negotiations with tenants of County Farms.

**My view on the public interest test is as follows:**

Outweighed by need to exempt.

**Recommended decision on exemption from disclosure:**

To apply exemption.


**Date:** 16<sup>th</sup> December 2015

**Signed:** 

**Post:** Head of Finance

---

I accept/do not accept the recommendation made above.

  
\_\_\_\_\_  
Proper Officer

Date: 21/12/15

This page is intentionally left blank



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

# Appendix L1 Future Generations Evaluation of Capital MTFP



monmouthshire  
sir fynwy

## Future Generations Evaluation ( includes Equalities and Sustainability Impact Assessments)

<b>Name of the Officer</b> completing the evaluation Joy Robson  <b>Phone no:</b> 01633 644270 <b>E-mail:</b> joyrobson@monmouthshire.gov.uk	<b>Please give a brief description of the aims of the proposal</b>  Present capital budget proposals for consultation
<b>Name of Service</b>  Whole authority	<b>Date Future Generations Evaluation</b> form completed  19/11/15






Page 589

**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?
<b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Local resources will be engaged to deliver the projects in the programme	
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)		

<b>Well Being Goal</b>	<b>How does the proposal contribute to this goal? (positive and negative)</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood		
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Investment in 21 <sup>st</sup> century schools provides a key community facility to help promote this goal	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing		
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation		
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	The budgets for DDA work and DFGs have been maintained at existing levels.	

**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>Building 21<sup>st</sup> century schools will benefit children and communities for future generations</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>		
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The aim of the report is to present proposals for consultation with key stakeholders</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>	<p>Investment in 21<sup>st</sup> century schools will positively impact on the teaching environment</p>	



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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age			
Disability	DDA abd DFG budgets have been maintained		
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language	<i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc.</i>		

1  
2  
3  
4  
5  
6

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>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	Safeguarding is taken into account in the design of the new schools and Pool		
Corporate Parenting			

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

Previously determined policy in respect of the priority of investing in 21<sup>st</sup> century schools. There have been no major changes to the proposals presented here.



**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?**

Capital budgets which impact on individuals, such as DFGs and DDA works are being maintained at existing levels  
 The investment in 21<sup>st</sup> century schools is expected to have a benefit for children and communities for future generations

**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:	Annually when the capital MTFP is reviewed
--	--

This page is intentionally left blank

**SUBJECT: REVIEW OF THE AUTHORITIES FEES & CHARGES PROPOSED FOR  
INCLUSION WITHIN THE 2016-17 BUDGET**

**DIRCTORATE: CHIEF EXECUTIVES' - FINANCE**

**MEETING: CABINET**

**DATE: 6<sup>th</sup> JANUARY 2016**

**DIVISION/WARDS AFFECTED: ALL**

**1 PURPOSE:**

- 1.1 To review all fees and charges made for services across the Council and identify proposals for amending them in advance of the 2016/17 financial year.

**2 RECOMMENDATION:**

- 2.1 That the proposed fees and charges for 2016/17 identified for each type of chargeable service made, as outlined in Appendix 1, be adopted.
- 2.2 That the increase in charges takes effect at a date no later than 1st April 2016, with any pressures resulting from increases taking place after this date to be managed by Chief Officers within their respective directorate budget allocations.
- 2.3 That Chief Officers effectively manage the budget pressures highlighted by services not increasing charges in line with the 2.5% increase assumed in the 2016-20 MTFP. Consideration should also be given to the cost effectiveness and administrative costs that result from implementing small increases to existing charges.

**3 BACKGROUND:**

- 3.1 Annual report compiled to present the Fees & Charges that the Authority will levy for the financial year 2016/17 on the stakeholders of the services provided by the Authority.

**4 KEY ISSUES:**

- 4.1 This report seeks to bring all fees and charges together in one report for Member consideration instead of individual reports being presented for each service.

- 4.2 The fees and charges report 2016/17 is consistent with the final budget report that will be recommended to Council during the January cycle, and includes an assumed 2.5% increase in income in the base budget, together with revisions recommended by service managers to refine their income budgets as reflected by the forecasted income projections in the current 2015/16 financial year.
- 4.3 In addition to the annual review that is undertaken of fees and charges, as part of the savings mandate exercise, a review reflective of mandate 23 has been undertaken to identify the scope for increasing charges beyond the 2.5% MTFP assumption, or to introduce charges in services where they are currently not present or charged for.
- 4.4 A minority of charges are influenced by a national tariff or Government requirement which may not be known at this stage of budget preparation and some fees are restricted to cost recovery rather than income generation potential. So Appendix 1 also seeks to identify the anticipated shortfall in income generation from MTFP assumptions that will fall to service managers to absorb alongside the savings mandate agenda.
- 4.5 In the 2016/17 financial year, there is anticipated to be an increase in the external income budgets from £13.196 million to £13.526 million.
- 4.6 Regardless of the fees and charges proposed in this report for 2016/17 and as a result of the ongoing challenges faced by the Authority in setting its revenue budgets for the forward medium-term financial period, additional reports may be required that look to either further increase charges beyond the levels set within Appendix 1, or to implement charges that are not currently levied where the opportunity exists.

## **5 REASONS:**

- 5.1 To identify the charges to be adopted for 2016/17 financial year.
- 5.2 To ensure that resultant pressures are also identified in order to allow them to be managed by Chief Officers within their respective directorate budgets.

- 5.3 To identify scope for increasing charges beyond the 2.5% increase modelled in the draft revenue budget proposals, or to consider charging where there is scope to charge for services for which there is currently no charging regime.

## **6 RESOURCE IMPLICATIONS:**

- 6.1 Charges included in this report are consistent with final budget proposals being put before Council during the January cycle.
- 6.2 Some charges cannot be increased in line with the medium-term financial planning assumption of 2.5%, as a result of there being specific restrictions imposed on the level of charges. Some income budgets are also suffering strain during 2015/16 and it is anticipated that this pressure will carry into 2016/17. The above pressures and other smaller pressures, as outlined in appendix 1, will need to be managed within directorates' 2016/17 revenue budget proposals and as part of the ongoing budget setting process. Currently this pressure is forecast as £96,000 and predominantly affects Operations Directorate most notably, school meals, cap parks and passenger transport.
- 6.3 Any other budget pressures that may be generated as a result of fees and charges identified by the MTFP model (and subsequently being increased by 2.5% by the model) not being contained in appendix 1, possibly as a result of them not falling within a charging regime, will also need to be managed within directorates' 2016/17 revenue budget proposals.

## **7 FUTURE GENERATIONS CONSIDERATION:**

- 7.1 An evaluation has been provided in Appendix 2 to consider the effect of fee increases on future generations and protected characteristics. The Council will provide specific services to individuals with protected characteristics e.g. age, disability etc. It is difficult to quantify the extent of impact without regard to individual circumstances, vulnerability and access to welfare and support payments, but there are anticipated to be affordability considerations for those individuals whose resources are deemed sufficient to pay for their own services.
- 7.2 The Council maintains a variety of means testing aspects in the provision of services to the more vulnerable. These mechanisms will continue.

7.3 It is inherently difficult to presume individuals will not have less disposable income if Councils fees and charges increase. However as Council tax receipts and revenue support grant is insufficient to fund the full extent of Council services, the provision of fees and charges helps sustain these services into the future for customers where the traditional alternative would be to withdraw services.

## **8 CONSULTEES:**

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

## **9 BACKGROUND PAPERS:**

- Appendix 1 – Proposed Fees and Charges for 2016/17 budget
- Appendix 2 – Future Generations Assessment.

## **10 AUTHOR:**

Mark Howcroft – Assistant Head of Finance

## **11 CONTACT DETAILS:**

[markhowcroft@monmouthshire.gov.uk](mailto:markhowcroft@monmouthshire.gov.uk)

01633 644740







DR	Service Area	Service being charged for	Type of charge Statutory (S) Discretionary (D)	Charging Policy	Current Income Budget 2015/16 £	Forecast Income 2015/16 £	Current charge basis for 2015/16 £p	Proposed Income Budget 2016/17 £ 2.5% increased level	Mandated additional income over and above 2.5%	Proposed Charges for 2016/17 £p	Indicative Pressure where 2.5% MFP increase assumption is not likely to be implemented
		<b>Sports classes with instruction</b> Aberavenny Fitness Monmouth Fitness Chepstow Fitness Caldicot fitness	Discretionary	Annual Increase	£1,822 £1,822 £1,822 £1,822	£0 £0 £0 £0	Range from Op - £50	£1,870 £1,870 £1,870 £1,870		Range from Op - £50	£0 £0 £0 £0
		<b>Adherence Courses</b> Aberavenny fitness Monmouth Fitness Chepstow Fitness Caldicot fitness	Discretionary	Annual Increase	£31,544 £32,595 £33,646 £26,291	£31,053 £22,999 £23,612 £20,093	Range from Op - £50	£32,333 £33,410 £34,487 £26,949		Range from Op - £50	£0 £0 £0 £0
		<b>FishLife</b> Aberavenny fitness Monmouth Fitness Chepstow Fitness Caldicot fitness	Discretionary	Annual Increase	£10,506 £10,506 £10,506 £10,506	£24,033 £17,599 £32,918 £24,182	Range from Op - £50	£10,769 £10,769 £10,769 £10,769		Range from Op - £50	£0 £0 £0 £0
ENT	Shirehall	Books & publications Souvenirs Commission on Sales Bar Sales Catering Concession Receipts Refreshments Lettings (Room Only) Market Stalls (incl. income Monmouth & Aberavenny) Room Hire (Educational) Shirehall Events Shirehall Admission Charge (Unquoted Tour) Lettings (Room Only)	Discretionary	Annual Increase	£8,590 £8,462 £2,626 £5,728 £23,705 £4,203 £41,339 £3,824 £2,017 £18,411 £7,841 £8,000	£8,590 £8,462 £2,626 £5,728 £23,705 £4,203 £41,339 £3,824 £2,017 £18,411 £7,841 £8,000		£8,804 £6,623 £2,682 £5,871 £24,597 £4,308 £42,373 £3,900 £2,068 £18,871 £8,027 £8,150			£0 £0 £0 £0 £0 £0 £0 £0 £0 £0 £0 £0
ENT	Allotments	Allotment plots	Discretionary	Annual Increase	£1,230	£1,230	£26.27 per plot	£1,261		£28.90 per plot	£0
ENT	Housing Services (Caravans)	Caravans Alarms non business Caravans Alarms Ss rate Caravans Installation Charges Caravans Equipment Collection Fee	Discretionary Discretionary Discretionary	Weekly equipment rental Weekly equipment rental Charge for equipment installation Charge for collecting returned equipment from user	£164,500 £0 £8,400 £0	£165,000 £0 £5,000 £0	£4.50 per week per client £40 per installation est. of 200 £25 per unit	£168,813 £0 £8,610 £0		£4.50 per week per client £40 per installation est. of 200 £0	£4,113 £210 £0
ENT	Community Education (Adult)	Use of letting charge classroom / large rooms <b>Lettings (Room Only)</b> Aberavenny LC Caldicot LC Chepstow LC USK LC Owentonow Aberavenny Youth Rautan CRC Tuition fees self financing course <b>Adult Education</b> Aberavenny LC Caldicot LC Chepstow LC USK LC Owentonow Aberavenny Youth	Discretionary	Per room including room use by MCC Annual Increase Set price to cover all costs plus 25% No increase anticipated due to reduction in take up	£5,000 £0 £8,000 £0 £23,705 £12,000 £0 £13,000 £0 £28,000 £18,000 £12,000 £15,000 £11,000 £25,000	£2,000 £0 £23,000 £15,000 £14,000 £0 £0 £0 £31,000 £13,000 £7,000 £23,000 £10,000 £0	Various			£2,150 £0 £8,200 £0 £24,597 £12,300 £0 £13,325 £0 £28,700 £18,600 £12,300 £15,375 £11,275 £25,625	£0 £0 £0 £0 £0 £0 £0 £0 £0 £700 £500 £300 £275 £275 £625
ENT	Summer Play Schemes (Outfit)	Summer play schemes for Children	Discretionary	Annual Increase	£18,895	£18,895		£19,367			£0
ENT	Outdoor Education	Residential outdoor education visits mainly by MCC and TCBC pupils Tuition Tuition Tuition Hilton Park Gleam	Discretionary	To cover costs of running the service and enable any developments/ improvements	£3,402 £106,003 £28,391 £341,453	£0 £86,302 £273,451 £378,349	Primary £216 Secondary £225: increase of 6%	£3,487 £107,689 £242,300 £349,989		Increased by 2.5% but currently under review with the other partners.	£0 £0 £0 £0 £0
<b>TOTAL ENT DISCRETIONARY FEES</b>					<b>£4,006,429</b>	<b>£4,199,983</b>		<b>£4,721,696</b>	<b>£4,696</b>		<b>£18,083</b>
ENT	Development Control	Development Control Fees	Statutory	Set by WVG	£596,111	£596,111	£166 per domestic householder application	£611,014		£190 per domestic householder application, 115% Ss16 increase	£0
ENT	County Farms	Agricultural Rents Cottage Rents Way Leaves Grazing Rights	Discretionary on three year contract term Discretionary on three year contract term Discretionary on three year contract term Discretionary on three year contract term	Reviewed every 3yrs per contract, in line with other estates Reviewed every 3yrs per contract, in line with other estates Utility companies and county land owners agree each yr, we are not involved in any agreement over increase Reviewed every 3yrs per contract, in line with other estates	£241,223 £20,672 £1,025 £13,554	£230,000 £20,672 £1,025 £13,554	Reviewed in line with other estates Reviewed in line with other estates We receive the amount the utility companies pay us, 2.5% increase in line with model Revised in line with 2013-14 actuals	£247,254 £21,189 £1,051 £13,893			£0 £0 £0 £0
ENT	Countryside	Grazing rights Commercial Property Service Charges	Fixed Term Contracts - Discretionary at renewal Fixed Term Contracts - Discretionary at renewal		£1,896 £2,377	£0 £0		£1,738 £2,436			£0 £0
ENT	Asset Management	Rents from shops and other properties Fees from Sale of fixed assets	Discretionary on Shop contract renewal Discretionary on Shop contract renewal	All individual Currently looking to introduce a more robust and strategic charging mechanism but this is unlikely to take effect until next rate increase, 16/17	£169,000 £10,000	£169,000 £10,000	Various - all individual Staff Time based	£173,225 £10,250			£0 £0
ENT	Industrial Units	Industrial Unit Rents	Discretionary on Shop contract renewal	Reviewed every 3yrs per contract, in line with other estates	£177,827	£177,827	Various - all individual Expenditure will be reduced to compensate for reduction in budget	£182,273			£0
ENT	Housing Services	Disabled Facility Grant Admin Fee	Fixed Percentage fee of Capital grant works	Charge to client for arranging and administering home adaptation work	£56,400	£52,440	£900 per grant	£57,810		£950 per grant	£1,410
ENT	Strategic Services	Renovation Grants MHA Service Fee	Service Charge	Rent and service charge to TCBC / Melin	£27,300	£27,300		£27,983			£883
ENT	Events	General Events	Project Event Based	Income budget covers team costs	£83,428	£83,428	Based on actual staff costs not % based.	£85,514		Based on actual staff costs not % based.	£0
ENT	Leisure Service Management	Sports classes with instruction - admission charges	Grant Funded	National Exercise Referral Grant	£8,818	£0		£8,833		Grant funded	£0
ENT	Rights of Way	Right of way orders	Fixed by statute		£10,823	£12,000		£11,984			£0
ENT	Countryside	Public Path Orders High Hedse Determinations	Statutory Statutory	Recovery of actual costs Maximum allowable	£0 £0	£0 £0	Actual costs incurred £300 per inspection	£0 £300		Actual costs incurred £300 per inspection	£0 £0
<b>TOTAL ENT NON DISCRETIONARY FEES</b>					<b>£1,448,964</b>	<b>£1,497,887</b>		<b>£1,484,798</b>	<b>£6</b>		<b>£4,686</b>
<b>OPERATIONS DIRECTORATE</b>					<b>£5,931,234</b>	<b>£5,593,805</b>		<b>£6,079,515</b>	<b>£16,000</b>		<b>£69,975</b>
OPS	Waste	Trade Waste - external Charges	Discretionary	Dependent upon site location	£50,000	£20,000	Varies	£51,250	£800	Varies	£0
OPS	Highways Advertising	Highways Advertising and external contract work	Discretionary	Dependent upon site location	£25,000	£0	Sliding Scale based upon Location, Sign Size etc Sliding scale from Prime Site £1,500 to Other Site £1,000	£25,625		Sliding Scale based upon Location, Sign Size etc Sliding scale from Prime Site £1,500 to Other Site £1,000	£825
OPS	Passenger Transport	Home to school transport, Bus Services - Private Hire with driver	Discretionary	Inflation increase	£485,000	£425,000	Various - depends upon the length of the hire and the number of drivers, hire times and fuel prices.	£497,125	£1,300	Various - depends upon the length of the hire and the number of drivers, hire times and fuel prices.	£13,425
OPS	Parks - Grounds	Sports Pitches Various: Football and Rugby pitches - Fees vary for casual hire, seasonal hire and also if it's multiple pitch hire. Also, a junior rate for each as well as a standard rate. Sports Pitches Various: Bowls minks - An adult rate and a OAP and junior rate. Sports pitches Various: Circus hire Chepstow Rooms Various: Services and Juniors rate. Fishing rights various: Salmon / Trout. Standard rate and OAP / children's rate Sports club / Voluntary organisational leases	Discretionary Discretionary Discretionary Discretionary Discretionary Discretionary	Annual increase Annual increase Annual increase Annual increase Fixed term lease payments reviewed on a 3 yr basis.	£20,705 £2,358 £2,358 £4,920	£20,705 £2,358 £2,358 £4,920	Various £7.70 to £240 Various: £10.40 to £30.30 Various: £217 to £433 Various: £8.80 to £13.80 Various £6.25 to £150 Approximately 5% of property value. This percentage can vary depending on the level of rental grant received.	£21,223 £2,417 £2,417 £5,043	£700	Various: £8.50 to £284 Various: £11.50 to £33.30 Various: £239 to £476 Various: £7.50 to £15 Various £6.90 to £165 Approximately 5% of property value. This percentage can vary depending on the level of rental grant received.	£0 £0 £0 £0 £0
OPS	Network Management	Skat/calf/dingo licences on Public Highways Street Naming Risk Licencing	Discretionary Discretionary Discretionary		£5,000 £10,000 £5,125	£5,000 £10,000 £5,125	£52.00 (Outside Scope) £26.£181 (Std Rate) £52.00 (Outside Scope)	£5,125 £10,250 £5,263	£7,400	£58 (Outside Scope) £29-£199 (Std Rate) £8 (Outside Scope)	£0 £0 £0
OPS	Traffic & Development	Road Closures S184 Highways Inspection Fees	Discretionary Discretionary	Admin/Inspection costs/Time & Advertising Admin Inspection (Time) Cost COST RECOVERY	£15,375 £10,250	£18,000 £8,000	£1,225 (if Invoiced), £1,200 (if paid by cheque) - (Outside Scope) £14 (Outside Scope)	£15,759 £10,506		£1,265 (if Invoiced), £1,230 (if paid by cheque) - (Outside Scope) £126 (Outside Scope)	£0 £0

DR	Service Area	Service being charged for	Type of charge Statutory (S) Discretionary (D)	Charging Policy	Current Income Budget 2015/16 £	Forecast Income 2015/16	Current charge basis for 2015/16 Ep	Proposed Income Budget 2016/17 £ 2.5% increased level	Mandated additional income over and above 2.5%	Proposed Charges for 2016/17 Ep	Indicative Pressure where 2.5% MTFF increase assumption is not likely to be implemented
		Land Search - CON29 Add Enquiries	Discretionary	Time recovery per question Schedule of charges COBT	£0	£1,500	Various (Std Rate)	£0		Various (Std Rate)	£0
		OS Extract Plans (Highways Exempts)	Discretionary	OS Licence fee, time & materials cost	£0	£200	£30.00 (Outside Scope)	£0		£33	£0
		Section 38 Fees R1	Discretionary	Generally 8% of the construction cost/bond sum or £200 minimum fee	£51,250	£51,250	Various	£52,531	£5,800	Various	0
OPS	Training - Raglan	Training External Income	Discretionary	Market rate	£295,000	£150,000	Varies depending on course	£302,375		Varies depending on course	£0
OPS	Transport	Bus Income - Grass Routes	Discretionary		£4,000	£4,000		£4,500			£100
OPS	Car Parks	Pay and Display Income	Discretionary		£1,178,811	£1,189,482	£1.00 - 2 hr stay, £1.50 - 3 hr stay, £2.00 - 4 hr stay, £4.00 all day, £3.00 daily charge Tuesday only at Byfield Lane. Over stay £5.00	£1,203,156		£1.00 - 2 hr stay, £1.50 - 3 hr stay, £2.00 - 4 hr stay, £4.00 all day, £3.00 daily charge Tuesday only at Byfield Lane. Over stay £5.00	£29,345
		Contravention Fees	Discretionary		£35,200	£30,000	£30	£37,580		£30	£2,380
		Residential On Street Permits	Discretionary		£2,150	£2,150	£40	£2,204		£40	£54
		Residential Off Street Permits	Discretionary		£3,400	£4,266	£40	£3,485		£40	£85
		Season Tickets Off Street	Discretionary		£74,000	£70,000	£280 per £200 6 months or £100 3 months	£76,950		£280 per £200 6 months or £100 3 months	£1,950
		Rents letting of car parks	Discretionary		£3,200	£2,072	£1500 per unit depending on what it will be used for	£3,280		£1500 per unit depending on what it will be used for	£80
		Waiver fees & Essments	Discretionary		£1,000	£2,300	£200	£1,205		£200	£20
		Recovery fee	Discretionary		£4,100	£2,000		£4,303			£100
OPS	School Meals	School Meals	Discretionary	Price per meal.	£806,591	£781,000	Infant £2.00 Junior £2.00 Adult £3.00 + VAT	£829,831		Infant £2.00 Junior £2.00 Adult £3.00 + VAT	£20,240
<b>TOTAL OPS DISCRETIONARY FEES</b>					<b>£3,158,435</b>	<b>£2,887,328</b>		<b>£3,229,196</b>	<b>£15,888</b>		<b>£68,311</b>
OPS	Transport	Private MOTs	Statutory	Fixed nationally	£5,000	£5,000	£54.85 for a Car MOT - Price Fixed centrally. Prices increase depending on size of vehicle	£5,100		£54.85 for a Car MOT - Price Fixed centrally. Prices increase depending on size of vehicle	£150
OPS	Highways	Wreter Maintenance	External Contract recharges	Agreed SLA/contract rates	£50,000	£50,000	Agreed SLA/contract rates	£51,250		Agreed SLA/contract rates	£0
		Highways Patching	External Contract recharges		£0	£0		£0			£0
OPS	Central Accommodation	Rental income from vacant offices	Fixed contract - discretionary on renewal		£14,401	£0		£14,761			£360
OPS	Procurement	Client Commission Rebate	Activity Driven	Contract prices are tied	£46,125	£46,125	Contract prices are tied	£47,378		Contract prices are tied	£1,153
OPS	Grounds	External fee income	Fixed Contract	Contract prices are tied	£1,362,183	£1,362,183	Contract prices are tied	£1,416,738		Contract prices are tied	£0
OPS	Resources	Property work for Schools / Police / Fire Services	Fixed Contract	Collaboration agreement Given Police/ SLA Schools/ Individual Contracts for remaining external income	£430,745	£382,164	Agreed Contract% Fee Rates	£441,514		Agreed Contract% Fee Rates	£0
OPS	Network Management	Section 50 Licenses	Statutory	Per Licence	£3,500	£3,500	£296.00 (Std Rate)	£3,608		£296.00 (Std Rate)	£0
		FFW's (Street Work)	Statutory		£10,000	£10,000	Various (Outside Scope)	£10,250		Various (Outside Scope)	£0
		Monthly RASWA (Road & Street Works Act)	Statutory		£87,000	£87,000	Various (Outside Scope)	£88,696		Various (Outside Scope)	£0
OPS	Cleaning	Green garden waste bags	Discretionary		£250,000	£250,000	£12 per bag for a weekly collection	£256,250		£14 per bag for a weekly collection	£0
		Cleaning	Discretionary		£60,000	£58,800		£61,500			£0
		Trade Sacks	statutory to chg, but must reflect our costs		£15,000	£15,000	£2.05 per sack or £1.25 if exempt i.e. charity	£15,375		£2.50 per sack	£0
		Commercial Waste Wheelie Bin	statutory to chg, but must reflect our costs		£443,825	£443,825	£11.10 to £22.00 for Col & Dsp chg, but £7.40 to £15.40 for just collection chg	£454,921		£11.40 to £22.55 for Col & Dsp chg, but £7.80 to £15.40 for just collection chg	£0
<b>TOTAL OPS NON DISCRETIONARY FEES</b>					<b>£1,788,794</b>	<b>£2,238,817</b>		<b>£1,816,378</b>	<b>0</b>		<b>£1,894</b>
<b>CHIEF EXECUTIVE OFFICER DIRECTORATE</b>					<b>£1,209,971</b>	<b>£1,118,690</b>		<b>£1,240,221</b>	<b>£4,700</b>		<b>£4,694</b>
CEO	Legal	Legal advice for external clients	Discretionary	Based on retainer a proportion of whole legal budget	£31,230	£31,230	Charged at Officer time rate.	£32,010		Charged at Officer time rate includes additional £25,000 from Mandate 87.	£0
CEO	Commercial (Public Health)	Food Safety training	Discretionary	Set internally based upon market rates	£10,968	£10,968	Market Rate	£11,242	£700	Market Rate	£0
CEO	Trading Standards	Animals Licences	Discretionary		£3,572	£3,572	Boarding/boarding £50-£106, Pet Shop £76, DWA £153	£3,661	£500	Boarding/boarding £50-£117, Pet Shop £83, DWA £168	£0
		Miscellaneous Verification Tests	Discretionary		£262	£246	Set Nationally	£269		Set Nationally	£0
		Ecolapses	Discretionary		£1,365	£1,019	£52 - Set Nationally	£1,399		£52 - Set Nationally	£0
		Minor Salvage	Discretionary		£0	£0		£0			£0
		Training Course	Discretionary		£0	£0		£0			£0
		Poisons Hazardous substances	Discretionary		£0	£0	Cost Recovery	£0			£0
CEO	Building Control	Building Control Fees	Discretionary	Market Rate	£81,134	£81,134	Fee varies depending on type of work.	£83,163		Fee varies depending on type of work.	£0
		Pre Application Planning Advice	Discretionary		£4,100	£4,100		£4,203			£0
<b>TOTAL CEO DISCRETIONARY FEES</b>					<b>£412,631</b>	<b>£412,269</b>		<b>£422,847</b>	<b>£1,200</b>		<b>£0</b>
CEO	Revenues	Council Tax / NINR court fees	Statutory	Fixed by Statute	£170,000	£125,000	£50k at summons stage, £20k at liability order stage.	£174,250		Summons stage - £50 per case. Liability order stage - £20 per case.	£4,356
CEO	Registrars	Registrars - General Income		Mixture of statutory and discretionary charges for all below	£212,900	£218,000		£218,315			£0
		Approved Venue - Marriage & Civil Partnership Celebratory Services	Statutory	Charge to cover costs only	£18,450	£13,000	£340 - £480 (Outside Scope)	£18,911		£360-£470	£0
		Approved Venue - Marriage & Civil Partnership Celebratory Services	Statutory	Charge to cover costs only	£915	£1,055	£200 - £480 (Std Rate)	£930		£200-£470	£0
		Marriage at Old Parour Uk	Statutory	Charge to cover costs only			£170 - £480 (Outside Scope)			£175-£470	£0
		Marriage & Civil Partnership at Register Office	Statutory	Charge to cover costs only			£45 (Outside Scope)			£46 (Outside Scope)	£0
		Conversion from Civil Partnership to Marriage	Statutory	Charge to cover costs only			£45 (Outside Scope)			£45 (Outside Scope)	£0
		Notice of Marriage & Civil Partnership	Statutory	Charge to cover costs only			£35 (Outside Scope)			£35 (Outside Scope)	£0
		Application to Convert CP to Marriage	Statutory	Charge to cover costs only			£27 (Outside Scope)			£27 (Outside Scope)	£0
		Marriage in a Registered Building	Statutory	Charge to cover costs only			£86 (Outside Scope)			£86 (Outside Scope)	£0
		Certificates (Birth, Death, Marriage & CP)	Discretionary	Charge to cover costs only			£4-£10 (Outside Scope)			£4-£10 (Outside Scope)	£0
		Same Day certificates	Discretionary	Charge to cover costs only			£5 (Outside Scope)			£5 (Outside Scope)	£0
		License for approved venues - New	Discretionary	Charge to cover costs only			£1,500			£1,500	£0
		License for approved venues - Renewal	Discretionary	Charge to cover costs only			£1,200			£1,200	£0
		Commemorative certificates & wallcharts	Discretionary	Charge to cover costs only			£5			£5	£0
CEO	Electoral Registration	Electoral Registration data	Statutory	Set by government legislation	£1,539	£1,538	£20 - £190	£1,577		£20 - £190	£0
CEO	Public Health	Air Quality	Statutory	Fixed by Govt	£1,550	£1,550	Varies (Std Rate)	£1,589		Varies (Std Rate)	£0
		Sampling of Water Quality on private water supplies	Statutory	Fixed - Inflation Increase on Admin Fee	£8,500	£8,500	Varies (Outside Scope)	£8,663		Varies (Outside Scope)	£0
		Food Hygiene Rating Scheme	Statutory	Fixed by Govt	£4,500	£4,500	£150 (Outside Scope)	£4,613		£150 (Outside Scope)	£0
		Riding Establishments	Statutory	Law requires no more than cost recovery	£2,050	£1,856	£276 (Outside Scope)	£2,101		£276 (Outside Scope)	£0
		Authorised Processes	Statutory	Fixed by Government	£1,600	£1,600	Fixed by Government	£1,640		Fixed by Government	£0
		Contaminated Land Enquiries	Statutory	Officer Time	£50	£400	Varies (Std Rate)	£51		Varies (Std Rate)	£0
		Peace Station Points	Statutory	Fixed by Govt	£7,946	£7,946	Varies depending on length of licence (Outside Scope)	£8,145		Varies depending on length of licence (Outside Scope)	£0
		Registration for acupuncture, tattooing and ear piercing	Statutory	Law requires no more than cost recovery	£170	£170	£49 (Outside Scope)	£174		£49 (Outside Scope)	£0
CEO	Licensing	Hatchery Licenses	Statutory	Inflation Increase	£26,286	£26,286	Varies (Outside Scope)	£26,922			£0
		Private Hire Taxis	Statutory	Fixed by Govt	£43,076	£43,076	Operators Licence 5 year £727, Driver Renewal 3 year £147, New Driver 3 year £224. (All Outside Scope)	£44,153		Charges for 1617 will be set by the Licensing Committee which won't meet until March 2016.	£0
		Litter	Statutory	Fixed by Govt	£3,675	£3,675	£80 (Outside Scope)	£3,767			£0
		Licensing	Statutory	Fixed by Govt	£88,759	£86,759	Varies (Outside Scope)	£101,228			£0
		Entertainment	Statutory	Fixed by Govt	£2,101	£2,101	£25 (Outside Scope)	£2,154			£0
		Gammas Machine Permits	Statutory	Fixed by Govt	£12,607	£12,607	Varies (Outside Scope)	£12,922			£0
		Street trading	Statutory	Fixed by Govt	£3,678	£3,678	Varies (Outside Scope)	£3,720			£0
CEO	Elections	County Community Elections	Time specific		£2,344	£2,344	Officer Time	£2,403		Officer Time	£0
CEO	Central Finance	Rechargeable Staff Time	per contract		£13,559	£0		£13,558			£0
CEO	Trading Standards	Internal recharge	Recharge - to be moved		£0	£0		£0			£0
CEO	Emergency Planning	Swishy at staff to external Body	Recharge - to be moved		£0	£0		£0			£0
CEO	Communications	Swishy at staff to external Body	Recharge - to be moved		£20,000	£0		£20,000			£0
CEO	Land charges	Property Search Fees	Statutory & Discretionary	Statutory fee fixed by Her Majesty's Government. Cost recovery.	£138,375	£131,000	LLC1 Fee - Statutory £4 (electronic) or £6 (postal) CON29S - Discretionary £21	£141,834	£3,500	LLC1 Fee - Statutory £4 (electronic) or £6 (postal) CON29S - Discretionary £100	£0
<b>TOTAL CEO NON DISCRETIONARY FEES</b>					<b>£797,841</b>	<b>£786,841</b>		<b>£817,878</b>	<b>£3,396</b>		<b>£4,694</b>
<b>CHILDREN &amp; YOUNG PEOPLE DIRECTORATE</b>					<b>£0</b>	<b>£0</b>		<b>£0</b>	<b>£0</b>		<b>£0</b>
CYP		Anything New for 2016-17?			£0	£0		£0			£0
<b>SOCIAL CARE &amp; HEALTH DIRECTORATE</b>					<b>£0</b>	<b>£0</b>		<b>£0</b>	<b>£0</b>		<b>£0</b>
SCH		Anything New for 2016-17?			£0	£0		£0			£0
<b>TOTAL SCH DISCRETIONARY FEES</b>					<b>£0</b>	<b>£0</b>		<b>£0</b>	<b>£0</b>		<b>£0</b>
<b>TOTAL SCH NON DISCRETIONARY FEES</b>					<b>£0</b>	<b>£0</b>		<b>£0</b>	<b>£0</b>		<b>£0</b>



<p><b>Name of the Officer</b> completing the evaluation</p> <p>Mark Howcroft  <b>Phone no:</b>01663 644740  <b>E-mail:</b>markhowcroft@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p><b>This proposal seeks to evaluate the effect of increases to fees &amp; charges in 2016-17 as part of the Revenue Budget Proposals</b></p>
<p><b>Name of Service</b></p> <p>Councilwide</p>	<p><b>Date Future Generations Evaluation</b> form completed</p> <p>8/12/15</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.

Page 605

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><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The provision of local authority services can involve paying a fee or a charge, to part contribute to the funding of such services, appreciating that revenue support grant and Council tax receipts would not be sufficient to retain the level of services on offer. This paper seeks to identify the charges proposed to apply for 2016-17 for member consideration. The motivation to review charges is not based on protected characteristics, but by association public services will tend to be utilized by the vulnerable, e.g. aged, disabled, children etc however the revision of charges</p>	<p>The Council undertakes a variety of “means testing” considerations in the evaluation of levying fees and charges. This safety mechanism exists to assess the economic ability of individuals to pay for services, and where such means tests indicate, such services will continue to be provided at a concessionary rate.</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?
	allows for services to these groups to be maintained.	
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)		
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood		
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected		
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing		
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation		
<b>A more equal Wales</b> 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><i>It is difficult to balance short term financial necessity against longer term implications as clearly raising charges will mean customers having to part with a greater proportion of their disposable income. However the raising of fees &amp; charges annually does ensure that services have a greater probability of being available into the future.</i></p>	
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p><i>The budget proposals have been circulated amongst the community, and common feedback indicates a willingness to consider an increase in Council tax and fees and charges to sustain services where the traditional alternative would be to remove services.</i></p>	
 <p>Involvement Involving those with an interest and seeking their views</p>	<p><i>The budget proposals have been circulated amongst the community, and common feedback indicates a willingness to consider an increase in Council tax and fees and charges to sustain services where the traditional alternative would be to remove services.</i></p>	
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>		
 <p>Integration 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		Negative in relation to care charge fees, Community Meals etc and any fee increase due to inflationary increase in the charge built within the MTFP	Means testing mechanism
Disability		Negative in relation to inflationary charges built within the MTFP that affect the disabled	Means testing mechanism
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

60000

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>This report considers external fees and charges. It is not been authored to directly impact upon either safeguarding or corporate parenting of Monmouthshire residents. It may have some indirect application in considering individual's financial circumstances, but the means testing safety measure identified above would still apply</i>	.	
Corporate Parenting	<i>As safeguarding</i>		

Page 6 of 10

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

2015-16 fees and charges schedule  
 Revenue MTFP proposals  
 Feedback from Select Committees and engagement events



**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?**

--

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

<b>What are you going to do</b>	<b>When are you going to do it?</b>	<b>Who is responsible</b>	<b>Progress</b>

Page 611

**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.**

<b>The impacts of this proposal will be evaluated on:</b>	<b>December 2016</b>
---	----------------------

This page is intentionally left blank

**SUBJECT: ICT in Schools – Update to the Business Case**

**MEETING: CABINET**

**DATE: 6<sup>th</sup> January 2016**

**DIVISION/WARDS AFFECTED: NONE**

## **1. PURPOSE:**

1.1 The purpose of this report is to update cabinet on the ICT in schools business case and the number of schools signing up to the ongoing SLA agreement with the SRS.

## **2. RECOMMENDATIONS:**

2.1 That cabinet agree to continue with the phase 1 investment to upgrade ICT infrastructure in schools in the light of 3 schools declining to enter into the SLA agreement with the SRS.

## **3. KEY ISSUES:**

3.1 In July 2015 Cabinet agreed the ICT in schools Outline Business Case and the funding arrangements for the upgrade and renewal of the ICT infrastructure in schools, enhancing the teaching and learning experience and bringing schools up to a common standard in line with WG and 21<sup>st</sup> century schools aspirations. The agreement was predicated on a 100% sign-up to an SLA agreement with the SRS, ensuring the substantial capital investment was sustainable going forward.

3.2 The deadline for schools to sign up to the SLA was initially set for the end of the summer term 2015, but was subsequently extended to the end of October 2015 in order to give school governors more time to make an informed decision. A comprehensive communication campaign with both schools and governors ensured that all queries were answered. Further detailed discussions ensued with a small number of schools after the deadline had passed, and in late November 2015 we finalised negotiations. Three primary schools, Goytre Fawr, Cantref and Llantilio Pertholey have declined the offer of an SLA and capital investment on the grounds that their current arrangements suit their needs. A further school currently has no pupils on its' role and is the subject of consultation on its' future, so will also not enter into an agreement.

3.3 There are several implications of a less than 100% sign-up, not least of all the agreement of Cabinet and Council that the significant up-front investment in upgrading the ICT infrastructure would not proceed without it.

3.4 Schools that have signed up are anxious that the infrastructure investment go ahead, as it is critical to the ongoing teaching and learning environment and the enablement of digital skills and expertise of young people. Without this investment there would be a continued decline in the ability

to keep up with digital technology and children will suffer for differing digital knowledge and skills when entering secondary education.

3.5 In the event that a decision is made not to proceed with the investment or SLA agreements in the light of a less than 100% sign up, it will be necessary for schools to procure alternative ICT provision in the external market in a very tight timeframe, with extra cost and disruption to the school.

3.6 The proposed SLA charges were originally estimated on the basis that all schools would sign up to the agreement. It is crucial that the SLA is sustainable in order to provide the appropriate level of support to enable schools to deliver digital teaching and learning. A reduction in SLA income could have an impact on the viability of the SLA. The estimated SLA charges consist of a fixed element to cover technician salaries, and capital replacement as well as a variable element to cover OVS licences and PSBA line rentals. The figures have been re-worked in detail, and have taken account of recovery of costs of the internet lines and security infrastructure for the 3 schools that have not signed up, as well as income from special schools that were not expected to be part of the agreement initially. The re-calculations indicate that the SLA is still viable at the charges estimated in March this year, and there will be no change to the charge to schools, other than index linking the charges each year.

3.7 It's important to note that delays in achieving sign-up to the SLA will have a knock on effect on the timescales for implementation of the Phase 1 infrastructure upgrade. Work will begin on phase 1 in January 2016 instead of the proposed target date of October 2015, and will be completed in the summer of 2016. Schools have been informed of the priority order for implantation of their equipment upgrade, SIMS in the classroom and migration of servers to the SRS.

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

4.1 The Outline business case was agreed on the basis that all schools will sign up to an ongoing SLA agreement with the SRS. All but 3 schools have signed up, and indications are that one school is to remain closed next year.

4.2 A recalculation of the SLA agreement has been undertaken to ensure it is still viable in the light of 3 schools not signing up to the agreement. This recalculation has indicated that the SLA is viable and it recommended that the programme of upgrading the ICT infrastructure proceeds.

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

The resource implications are outlined in the report above in paragraph 3.6. There are no changes to the resources required for this project.

#### **6. FUTURE GENERATIONS IMPLICATIONS:**

The investment in ICT in schools will have a positive effect as outlined in the Future Generations report attached.

#### **7. CONSULTEES: SLT, All MCC schools, the SRS**

**8. BACKGROUND PAPERS: NONE**

**9. AUTHOR: Sian Hayward**

**10. CONTACT DETAILS:**

**Tel: 07971893998**

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

This page is intentionally left blank



<p><b>Name of the Officer</b> completing the evaluation Sian Hayward</p> <p><b>Phone no:</b> 07971893998 <b>E-mail:</b> sianhayward@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal –</b></p> <p><b>To revise the ICT in schools outline business case in the light of a less than 100% sign up to the new SLA with the SRs</b></p>
<p><b>Name of Service</b></p> <p>ICT</p>	<p><b>Date Future Generations Evaluation form completed</b></p> <p>09/12/15</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.






Page 617

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><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Positive – The proposal is to invest in the upgrade of the schools ICT infrastructure and support, enabling better digital teaching and learning and equipping students with the digital skills to thrive and prosper.</p>	<p>In order to better contribute to the positive impacts it is necessary to ensure proper planning and performance management of the proposal.</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>This will have a positive contribution to climate change in that digitization enables less waste in, travel, paper and print consumables.</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?
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	No impact	
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	This has a positive effect on the well-connected strand. Digital communications are essential in any community, with a vibrant home business community requiring digital expertise and support.	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	No impact	
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	No impact	
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	<i>This includes the protected characteristics of age, disability, gender reassignment, race, religion or beliefs, gender, sexual orientation, marriage or civil partnership</i>	

**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 is to increase the digital teaching and learning and enhance the digital skills of young people. The proposals provide a platform to further develop digital teaching and learning.</p>	
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p>We are working with our partners the SRS to provide this solution, and a similar proposal is in place in TCBC, enabling the SRS to provide resilience across both authorities in delivering schools ICT</p>	
 <p>Involvement Involving those with an interest and seeking their views</p>	<p>We have involved schools, central education and our partners the SRS at every step of the way. We have also consulted the EAS and linked in with the 21<sup>st</sup> century schools programme.</p>	
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>The proposal is to put a significant investment into the schools ICT infrastructure, preventing the decline of the schools equipment and communications networks.</p>	
 <p>Integration Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Investing in digital teaching and learning will have a positive impact upon the future digital economy and environment. Without the investment there will be a decline in the digital abilities not just of young people but also teachers.</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.

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Age	None	None	None
Disability	None	None	None
Gender reassignment	None	None	None
Marriage or civil partnership	None	None	None
Race	None	None	None
Religion or Belief	None	None	None
Sex	None	None	None
Sexual Orientation	None	None	None
Welsh Language	None	None	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 <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>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	<i>Safeguarding in this context applies to both children (not yet reached 18<sup>th</sup> 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>	
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>		

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

Evidence from the schools and the SRS is that the current schools infrastructure is badly in need of renewing and upgrading. The current infrastructure does not support digital teaching and learning techniques and young people are reaching secondary education with differing levels of digital expertise. Audits of the infrastructure across the schools estate have been undertaken, and upgrading has been costed out to form the business case for the £885k investment proposals. This report is simply revising the original business case in the light of some schools opting out of the agreement.

**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 report is to review the original Business Case agreed by Council and Cabinet in July 2015. The original benefits of the business case still stand, though in the light of a reduced sign-up to the agreement the financials of the SLA needed to be re-worked to ensure the SLA was robust and viable. There is no requirement to increase the charge to schools for the ICT provision.

**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

Page 622

**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:

Will be reviewed as part of the implementation plan and periodical reports to cabinet on progress.



<b>SUBJECT:</b>	<b>Consultation Report on Proposed Closure of Llanfair Kilgeddin VA CIW Primary School</b>
<b>MEETING:</b>	<b>Cabinet</b>
<b>DATE:</b>	<b>6<sup>th</sup> January 2016</b>

## 1. PURPOSE:

- 1.1 The purpose of the report is to inform the outcome of the consultation on the proposed closure of Llanfair Kilgeddin Voluntary Aided Church in Wales Primary School.

## 2. RECOMMENDATION:

- 2.1 To consider the attached consultation report and agree to publish the proposal in the form of Statutory Notice on the closure of Llanfair Kilgeddin Voluntary Aided Church in Wales Primary School.

## 3. KEY ISSUES:

- 3.1 The statutory consultation process on the proposed closure took place between the 19<sup>th</sup> October 2015 and 6<sup>th</sup> December 2015.
- 3.2 A file of all the comments and views received during the consultation period has been made available to Elected Members as part of this process and, before any decisions are made, the file is located in the members library. Appendix 3 of the consultation report also provides a summary of the comments received.
- 3.4 Based on views received in writing and at the drop-in session it was evident that there was opposition to the proposal from staff, governors, pupils previously on roll and parents.
- 3.5 Currently there are not any pupils on roll at the school.

## 4. REASONS:

- 4.1 The consultation report represents the Council's responsibility as part of the School Standards and Organisation (Wales) Act 2013 to publish a consultation report and:
- Summarises each of the issues raised by consultees.
  - Responds to these issues.
  - Sets out Estyn's view of the overall merits of the proposal.

## **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 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 future generation's process has been completed and is at appendix 5 of the attached consultation report.

## **7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

There are no safeguarding or corporate parenting implications associated with this report

## **8. CONSULTEES:**

Cabinet Members  
DMT  
SLT

## **9. BACKGROUND PAPERS:**

The Government of Maintained School (Wales) Regulations 2005  
The School Standards and Organisation (Wales) Act 2013  
School Organisation Statutory Code 006/2013  
Consultation Document on Proposed Closure of Llanfair Kilgeddin VA CIW primary School.

## **10. AUTHOR:**

Cath Sheen – Client Liaison Officer.

**11. CONTACT DETAILS:**

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

Tel: 07595 647637







monmouthshire  
sir fynwy

# Proposal to Close Llanfair Kilgeddin Voluntary Aided Church in Wales Primary School

Consultation Report

# Table of Contents

1)	<b>Introduction.....</b>	<b>3</b>
2)	<b>Distribution of the Consultation Report.....</b>	<b>5</b>
3)	<b>Consultation Arrangements .....</b>	<b>6</b>
	Consultation Meetings.....	6
	Pupil Consultation.....	6
	Public Consultation .....	6
4)	<b>Results and Comments .....</b>	<b>7</b>
5)	<b>Appendix 1 – Statutory Consultation Process .....</b>	<b>10</b>
6)	<b>Appendix 2 – List of Consultees .....</b>	<b>11</b>
7)	<b>Appendix 3 – Record of Drop-in Session &amp; Comments Received in Writing .....</b>	<b>12</b>
8)	<b>Appendix 4 – Record of Pupil Consultation .....</b>	<b>22</b>
9)	<b>Appendix 5 – Future Generations Form .....</b>	<b>23</b>

## Introduction

---

As part of the wider 21<sup>st</sup> 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 21<sup>st</sup> 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.

In May 2015 the Governing Body of Llanfair Kilgeddin VA Primary School asked Monmouthshire County Council to commence the statutory process to close the school.

As a result a report was submitted and agreed by the Council's cabinet on the 2<sup>nd</sup> October 2015 to start statutory consultation on the proposed closure of the school.

The consultation took place between the 19<sup>th</sup> October 2015 and 6<sup>th</sup> December 2015.

This document represents the Council's responsibility as part of the School Standards and Organisation (Wales) Act 2013 to publish a consultation report and:

- Summarises each of the issues raised by consultees
- Responds to these issues
- Sets out Estyn's view of the overall merits of the proposals

## Distribution of the Consultation Report

---

**The consultation report will be put on the Council's website and the following will receive a letter informing them of this:**

- Parents, Guardians and carers of all pupils previously on roll at Llanfair Kilgeddin CIW VA Primary School
- Consultees who have requested notification

**The following will receive an emailed link to the website where the consultation report has been published.**

- 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

## Consultation Arrangements

---

The consultation document was published on the 19<sup>th</sup> October 2015, and this date also represented the start of the consultation process. The consultation period lasted 7 weeks with one week being during half term, therefore the consultation period ended on the 6<sup>th</sup> December 2015. The statutory process can be found at Appendix 1.

All consultees were directly advised of the start of the consultation process a list can be found at Appendix 2. A consultation document was published and outlined changes being considered, reason for the changes, details of the consultation procedure and included a response proforma. The consultation document was made available on the Council's website at [www.monmouthshire.gov.uk/schoolreorganisation](http://www.monmouthshire.gov.uk/schoolreorganisation).

### **Consultation Meetings**

A consultation drop in session was held for staff, the Governing body and parents /carers of pupils and any other interested parties.

The session was held at Llanfair Kilgeddin CIW VA Primary School on the 9<sup>th</sup> November 2015 from 3:30pm – 6:30pm to allow all interested parties to attend at a time that is convenient to them during the late afternoon or early evening.

A number of Council officers attended to answer questions. A copy of the consultation document and feedback form was provided to attendees. They were encouraged to provide feedback using one of the preferred methods.

### **Pupil Consultation**

Due to the fact all pupils had transferred to new schools a consultation meeting was not held directly with pupils. We were very aware that children had settled in their new schools and such consultation may have caused distress. Therefore we decided to write to parents/carers of pupils previously on roll at the school enabling them to make a choice whether they wanted their child to provide feedback. A child friendly survey was included with the letter, we received one response which can be found at appendix 4.

### **Public Consultation**

The public were made aware on the Council's Twitter and Facebook pages on the 19<sup>th</sup> October 2015 and 4<sup>th</sup> November 2015.

There was also a poster displayed in the village and outside the school, advertising the consultation and the relevant drop-in sessions.

## Results and Comments

---

A file of all the comments and views received during the consultation period have been made available to Elected Members as part of this process and, before any decisions are made, the file is located in the member's library.

The table below provides a broad profile of responses received both in writing and at the drop-in sessions. Details of the questions/comments raised and the Council's response are shown at appendix 3.

	<b>Total</b>
<b>Parents</b>	4
<b>Staff</b>	3
<b>Governors</b>	4
<b>Elected members</b>	1
<b>Residents</b>	11
<b>Total</b>	23

Following the consultation drop-in session and based on views received in writing it was evident that there was opposition to the proposal from staff, governors and parents.

### **Response from Estyn**

The following information has been prepared by Her Majesty's Inspectors of Education and Training in Wales.

Under the terms of the School Standards and Organisation (Wales) Act 2013 and its associated Code, proposers are required to send consultation documents to Estyn. However, Estyn is not a body which is required to act in accordance with the Code and the Act places no statutory requirements on Estyn in respect of school organisation matters. Therefore as a body being consulted, Estyn will provide their opinion only on the overall merits of school organisation proposals.

Estyn has considered the educational aspects of the proposal and has produced the following response to the information provided by the proposer and other additional information such as data from Welsh Government and the views of the Regional Consortia which deliver school improvement services to the schools within the proposal.

### **Introduction**

The proposal is by the Monmouthshire County Council.

The proposals are:

- to close Llanfair Kilgeddin Voluntary Aided Church in Wales Primary School.

### Summary/ Conclusion

As this is a voluntary aided school, the proposal has been developed in line Monmouth Diocesan Trust and they are in agreement with the proposal.

It is Estyn's opinion that the proposal is likely to improve the educational outcomes and provision for pupils in the area.

### Description and benefits

The proposer has given a clear rationale for the proposal which includes addressing the issue of surplus places. The proposer clearly sets out its vision for a 21st Century School Strategy and refers to its primary and secondary school rationalisation programme which aims to remove surplus places and improve building stock.

The proposer clearly defines the reasons why the school should close. The building is in a poor state of repair and there are health and safety, DDA and safeguarding issues throughout the site. In 2010, Welsh Government carried out condition surveys across Wales. The school was categorised as a 'C' which is poor and major deterioration is present. The proposer has set out, in detail, the costs and savings should the proposal go ahead.

The proposer has set out the pupil projections year on year until January 2020. These are very low. There are no housing developments planned within the area to increase pupil numbers. Llanfair Kilgeddin School is in the Abergavenny cluster of schools where currently there are 305 surplus places. The proposer states reasonably that there is enough capacity within the cluster to accommodate pupils from Llanfair Kilgeddin School should it close.

The proposer has included a clearly defined list of options and risks associated with the proposal if the school was to remain open or be closed. These appear to be reasonable and focus on lack of robust leadership, staff workload, variable standards achieved by learners, little improvement, costs of running the school and the increase of surplus places across the authority.



The proposer has clearly set out admission arrangements, and suggests that catchment areas could be reconfigured. It states that the anticipated proposal will have little or no effect on the pupils on roll in the local area.

The proposer has set out and stands by its commitment to providing free home to school transport and the impact on pupil travel arrangements is minimal.

The proposer does not appear to have undertaken a Welsh language impact assessment. The proposer has undertaken an initial Equality Impact Assessment. It has concluded that these proposals would not adversely affect a particular group or society.

### Educational aspects of the proposal

Llanfair Kilgeddin has been categorised by the regional school improvement consortium (the EAS) as a school requiring a critical level of support and intervention over an extended period to secure improvement. Estyn in its most recent inspection of the school in December 2014 identified the school as requiring special measures.

The proposer has included information about the performance of schools identified as potential recipients for Llanfair Kilgeddin pupils should there be a decision to close the school. This information includes their inspection outcomes and their national category. The information demonstrates that these schools (Raglan CIW, Goytre Fawr, Usk CIW and Llanfoist Fawr) are effective or highly effective and that their inspection outcomes are at least adequate. The information suggests that should the proposal be implemented, it is likely that outcomes and provision for pupils in the area would improve.

### Correspondence Received

Consultees that choose to respond to the consultation done so by sending an email to [strategicreview@monmouthshire.gov.uk](mailto:strategicreview@monmouthshire.gov.uk)

Comments and questions provided are summarised in appendix 3.

## Appendix 1 – Statutory Consultation Process

---

19 <sup>th</sup> October – 6 <sup>th</sup> December 2015	Statutory consultation on the proposal
6 <sup>th</sup> 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 <sup>th</sup> January 2016	Statutory notice published, there will be a 28 day objection period
23 <sup>rd</sup> March 2016	Cabinet receive report to determine the proposal. A report detailing any objections received will be submitted.
Spring Term 2016	If cabinet agree to the proposal the school will officially close

## Appendix 2 – 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
- Early Years Development and Childcare Partnership

## Appendix 3 – Record of Drop-in Session & Comments Received in Writing

No.	Question/Comment	Council Response
1	Is the school still linked to Usk CIW primary school?	The school has always been independent, even when the school was temporarily located on the Usk CIW primary school site. All pupils have now transferred to new schools and the staff are based within Usk CIW primary and Goytre Fawr.
2	Pupils should be consulted with even though they are no longer on roll at the school.	Because pupils have already transferred to new schools, the Authority would not want to interfere with their integration or cause them to become unsettled. However the LA will be in contact with parents to seek authorisation for pupil consultation.
3	The document is not a fair reflection of what has happened and is written in a negative way. It states that small cohorts of pupils will not develop which is not the case, pupils have interaction with their peers outside of school. The fact the school was small meant that all pupils talked to each other regardless of age.	The document has been written in line with the Welsh Government School Organisation Statutory Code. We would urge consultees to provide us with feedback on additional information they would like recorded and fed back to cabinet members. The data was taken from the last Estyn inspection report which was in December 2014 and from the most recent published data which is January 2015.
4	If the building is not fit for purpose and requires capital investment why has this not been done?	The LA has a 21 <sup>st</sup> Century schools programme, one of the contributing factors is the condition of the school building, Llanfair Kilgeddin was highlighted within the programme as a priority within band B of the 21 <sup>st</sup> century schools programme based on the building. However there are other contributing factors that are considered when putting forward proposals including surplus places and standards of education, suitability and sufficiency. The Governing Body (GB) had plans drawn up to refurbish the building however this was dependent on funding from the Diocese which is a matter between the two parties.
5	There is no mention in the document about how well the pupils have done in Year 6?	The LA will collate this information from Usk school and will include within the consultation report which will be provided to Cabinet.
6	The LA need to take responsibility for poor leadership and management at the school because they were responsible for the headteacher appointments at the school.	The responsibility for appointments within schools is that of the governing body including headteacher appointments. The executive headteacher arrangement was agreed by the GB.
7	Is the post of a new headteacher still active?	No, the Governing body went through the process to recruit a new headteacher and shortlisted one

		candidate, however that person withdrew prior to interview so that is where the process ended.
8	The proposed new catchment areas seem logical	This comment is noted
9	Why is the capacity of the school 40 and the admission number only 5, this meant the school could never admit up to the capacity if the year groups were capped at 5	The capacity is calculated using WG guidance. The total capacity of the school is calculated by dividing the size of each classroom by 1.86 which is the amount of space required per pupil, therefore the capacity of 40 is derived. The admission number is calculated by dividing the capacity by 7 year groups, this is 5.71, the calculation then automatically rounds this down as dictated by the WG guidance. There is not an option to round up because the physical space is not there to accommodate 6 in each year group. There is also not the option to round the capacity down to 35.
10	What will happen to the outside play equipment?	This will remain in situ until any decisions are made however the LA on behalf of the GB will have the equipment inspected to ensure it is safe to use.
11	Is there the possibility of the LA setting up a new school on the same site?	The land and building is owned by the Dioceses so that will be for them to decide on the future of the site.
12	Where did the information provided on standards of Education come from because it is not the correct data?	The data was taken from the last Estyn inspection report which was in December 2014 and from the most recent published data which is January 2015.
13	Why did the LA not seek to reappoint a headteacher as soon as the substantive head teacher left in March?	This is a decision that only the GB can take, however in the circumstances the Acting headteacher left at short notice and the LA on behalf of the GB were unable to find another acting headteacher at such short notice who was willing to take on the role.
14	The document states that the authority will breach the admission number at the chosen school from September 2016 but this has already been done?	At the time of writing the document there were pupils still on roll at the school.
15	The document states that the authority will provide free home to school transport in line with the policy to the chosen school from September 2016, does this mean the transport already provided will be withdrawn?	No, the transport will not be withdrawn in September 2016. It will continue for the duration the pupils are in their chosen school. Should the proposal to close the school be agreed any future children within the area should receive home to school transport to their catchment school in line with the home to school transport policy.
16	What will happen with the playing fields because they belong to the village not the diocese?	This is a matter for the Diocese and the community because the LA do not own the building or the land.
17	What has happened to the funds from the sale of the	This is a matter for the diocese.

	land next to the school, a commitment was given to put the funds back into education but the school never had any money?	
18	There are 6 houses being built down the road but have not been included within the document? The school has been listed within the planning application as being available to take additional pupils?	The Site at Llanfair Kilgeddin referred to is an allocation for around 5 dwellings in the Adopted Local Development Plan. No one has come forward as yet to develop the site so there is no current planning application. Therefore this is why it has not been included within the pupil projections.
19	The document states there is a village hall but that is 1 mile away.	This comment is noted.
20	Why was the perimeter fence put up and then the pupils transferred from the site, this was a waste of money?	At the time the fence was erected there were no proposals to consult on closure of the school, the move to Usk was of a temporary nature as it was anticipated the pupils would return. Should the proposal to close be agreed the fence could be relocated elsewhere.
21	Why were pupils who were previously on roll at the school not consulted with?	The WG School Organisation Code states that we have to consult with parents of pupils on roll at the school subject to the proposal or schools directly affected by the proposal. As stated above we will endeavour to undertake consultation with a sample of pupils who previously attended the school with parental authorisation.
22	The drop-in session is not a good format it is not a consultation meeting.	As part of the School Organisation Code there is not a requirement for LA's to hold consultation meetings however we thought a drop-in session would be helpful for all interested parties to attend at a time convenient to them.
23	A community impact assessment has not been completed, why?	Community impact has been included within the Equality Impact Assessment at appendix 2, however a new process has been implemented by the Authority which will be completed also.
24	The diocese were not part of the consultation event so therefore the consultation has not been done properly?	Even though the diocese were not at the consultation drop-in session they were consulted with prior to the process starting which is in line with the School Organisation Code. They were also invited to attend the drop-in session.
25	Governors raised concerns regarding the process in relation to the pupils temporarily relocating to Usk.	This was an emergency situation and the LA on behalf of the GB had been unable to secure management of the school after the Easter holidays. The Diocese were in agreement with this move as Usk was the nearest church school.
26	Concerns were raised regarding the process undertaken by the GB to request the LA to start statutory processes on	It was agreed to hold a separate meeting with the governors who raised this issue.

	proposed closure of the school.											
27	Clarification on how the pupil projections and anticipated housing has been calculated?	<p>The primary school projections consider the current numbers on roll, the number of pupils born within the schools catchment area and any proposed housing developments in the schools catchment area. When calculating how many primary pupils are generated from housing developments the following formula is used.</p> <table border="1"> <thead> <tr> <th></th> <th><b>Number of Pupils per 100 dwellings</b></th> </tr> </thead> <tbody> <tr> <td><b>Primary</b></td> <td></td> </tr> <tr> <td>2 Bed</td> <td>11</td> </tr> <tr> <td>3 Bed</td> <td>21</td> </tr> <tr> <td>4+ Bed</td> <td>29</td> </tr> </tbody> </table> <p>However we liaise with the planning department on the likelihood of these developments going ahead and whether they have planning permission or a developer on board. (please see Q18 for clarification) Therefore we are confident that the pupil projections produced are as accurate as possible and there is sufficient space within surrounding schools to accommodate future pupils.</p>		<b>Number of Pupils per 100 dwellings</b>	<b>Primary</b>		2 Bed	11	3 Bed	21	4+ Bed	29
	<b>Number of Pupils per 100 dwellings</b>											
<b>Primary</b>												
2 Bed	11											
3 Bed	21											
4+ Bed	29											
28	Even with the projections in the Consultative Document, the surplus capacity over the five catchment areas does not rise above the ten percent threshold that requires the Council to make proposals for reorganisation until 2019.	The Welsh Government target is for Local Authorities to aim for less than 10% surplus places overall, as at January 2015 Monmouthshire's overall surplus places was 14.57% with the highest level of 18.95% in the Abergavenny area.										

29	<p>Although stated in the document as a Voluntary Aided and a Church in Wales school, Llanfair Kilgeddin is and has been for over 12 months under the direct local authority control and therefore the document is invalid by title and contents.</p>	<p>The official designation of the school is still Voluntary Aided, this has not changed. Under Section 15 of the School Standards and Framework Act 1998, Monmouthshire LA issued the Governing Body of the school with a 'Warning Notice'. A review of progress was carried out by the EAS 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. The local Authority in consultation with the Monmouth Diocesan Trust (MDT), invoked its powers of intervention at the School, as set out in the Intervention Framework in order to secure the necessary improvements.</p>
30	<p>Since March 2013, Llanfair Kilgeddin School has received critical level of support and intervention and the EAS provided an intense program of support over an extended period.</p> <p>In December 2014, the school was put in special measures by Estyn.</p> <p>This is obviously a failure of Monmouthshire County Council and EAS and not of the school, staff and infrastructure. This should be stated in the document.</p>	<p>The school has received an intensive amount of support and resources from the EAs and LA in order to ensure the school could succeed is a factual records of support. Unfortunately, despite this exceptional level of support, the school was unable to demonstrate that they had made sufficient progress to secure the necessary improvements and to be able to continue without this exceptional level of support. This was confirmed by Estyn in the inspection of the school in December 2014 where prospects for improvement were judged to be unsatisfactory.</p>
31	<p>It is strange that in the Estyn inspection report, Llanfair Kilgeddin has the only up to date report, the other schools are between 3-5 years out of date.</p>	<p>The Council do not determine when Estyn inspect schools, the most recent Estyn Inspection reports have been provided for each school. Estyn will inspect all providers at least once during a six-year period starting 1 September 2014. The date of the next inspection is not linked to the date of the previous inspection. They give four weeks' written notice of inspection to all providers.</p>



32	The immense pressure applied by the EAS was unacceptable who is inspecting them? Will they be subject to an ESTYN inspection or equivalent?	Yes they are inspected by Estyn in the same way as the Local Authority.
33	There is an allocation within the 21st Century Schools Budget. Why can't this not be brought forward?	The allocation is within Band B, this funding will not come into fruition until 2019/20 (estimate) and the funding in Band A has already been allocated.
34	The surplus capacity can be improved by increasing the catchment area: The Bryn was in LKPS catchment area but recently (without consultation-to the school or residents of the LKPS catchment area) was changed to Llanfoist. Llanfoist school is full and with all the extra housing being built in Llanfoist The Bryn should be returned to LKPS Catchment area and increase the pupil numbers again with more flexibility between years to accommodate varying pupil numbers.	The Bryn was previously in the catchment area for Llanellen Primary School, a review of catchment areas was undertaken in 2006 following the closure of Llanellen and it was agreed that Llanfoist Primary School's catchment area was extended to incorporate Llanellen's catchment area.
35	The backlog of maintenance - why has MCC not done this previously. It is further evidence of the school being systematically picked apart from within.	There is a backlog of maintenance on all schools and the LA prioritises the maintenance programme annually.
36	The importance of the school to the village was brought into focus in the Council's Function and Hierarchy of Settlements [FHS] Study that was the foundation of the Proposed Rural Allocations in the LDP. The FHS study gave each village a score based on the	There was a high level of housing need in the Llanover Community Council area and few opportunities for development given the scattered nature of the settlement pattern in the area. At the time there was a 'willing' land owner.  The concluding reason for the selection of Llanvair Kigeddin as Main Village stated:

<p>facilities within their boundaries. Llanfair Kilgeddin was given a score of 4.25 based on the following amenities:  Primary School  Public Hall  Sports Ground  Publicly Available Open Space  Bus Service [0.25] – based on available voluntary Grass Routes community service. This placed Llanfair Kilgeddin in the fourth tier of villages [scores 2.5 – 4.9].  The Council then designated Llanfair Kilgeddin as a “Main Village” [suitable for new housing] stating that although it had limited facilities it had a primary school that deserved support. The final choice of “Main Villages” was said to be limited to third tier villages and above plus the fourth tier villages Llanfair Kilgeddin and Cross Ash which had primary schools.  During the review of the LDP by the Inspector appointed by the Welsh Assembly, the Council officers accepted that the scoring in the FHS study had overstated Llanfair Kilgeddin’s facilities by double counting the field adjacent to the school as both a “Sports Field” and a “ Publicly Available Open Space” and by including the Rectory Hall as a Public Hall within the boundaries of the village whereas it is a mile outside the village along a busy road without a footpath. Llanfair Kilgeddin should therefore have been categorized as a fifth tier [score &lt;2.25] with only the following facilities:  Primary School [1]</p>	<p>‘It is considered that, whilst the village of Llanfair Kilgeddin is marginal in terms of its ‘sustainability’, it does contain an existing school that is worthy of support and the level of local need in the Llanover Community Council area is high, with limited opportunities to meet this need nearby.’</p> <p>The allocated housing site for 5 dwellings only will remain in the LDP at least until it is reviewed and its development will remain acceptable in principle, even if the school does close.</p> <p>The LDP period runs from 2011 to 2021, although the review is likely to commence by 2017. If the school has closed by the time of the review than there would be less of an argument for designating Llanfair Kilgeddin as a Main Village. It is likely, however, that the housing need would remain in the local area and a further factor in deciding whether or not the site remains as an allocation would be the willingness of the land owner to release the land for development as if the site does not appear to be deliverable it would be necessary to look elsewhere.</p> <p>The catchment school for the Llanover Community Council area is Goytre Fawr primary school and the proposed new catchment school for Llanfair Kilgeddin is split between Goytre Fawr and Raglan with the majority being Goytre Fawr. The level of surplus places at Goytre Fawr Primary school is 16.67%.</p>
--	--

	<p>Publicly Available Open Space [1]          Bus Service [0.25] – based on available voluntary Grass Routes community service. Despite this the Inspector upheld the designation of Llanfair Kilgeddin as a “Main” village again referring in her report to the existence of the school.</p> <p>Without the school the only public facility in the village is the Open Space and, as will be discussed later, this could be under threat if the school closes.</p> <p>Despite the recognition of the importance of the school in the LDP process, the Community Impact Statement in Appendix 2 of the Consultation Document makes no mention of any negative effects on the community from the closure. Using the categories listed in the Appendix, the closure would have a negative impact in at least three areas, namely:</p> <ul style="list-style-type: none"> <li>Encourage community participation/action and voluntary work</li> <li>Increase employment for local people</li> <li>Preserve and enhance local identity and culture.</li> </ul>	
--	---	--

**Further comments requiring no response from LA**

1	<p>Monmouthshire County Council's (MCC) shared vision of 21st Century Schools programme States in Theme 2 that people are confident, capable and involved- very much the ethos at LKPS. My children are far more confident having been to LKPS -a small school and have adapted better than pupils from large primary schools to secondary education. I am convinced that had my daughter attended a larger primary school she would not have joined in or have become so confident</p>
2	<p>THE SUSTAINABILITY CHALLENGE- I object to the 'Promote Independence' being rated as a positive impact. Children at LKPS are always very independent, again a</p>

	result of small numbers so no hiding in the crowd, and always encouraged to take responsibility at an early age.
3	Also I object to the positive rating on 'Improve Access To Education and Training' That is purely a matter of opinion and in mine LKPS is a far superior educational environment. My children received an excellent quality of teaching and attainment at LKPS. They are in the top sets in King Henry VIII School including my son who was in Year 6 at LKPS in 2014/15. He is also levels ahead of other children in some subjects.
4	EQUALITY IMPACT ASSESSMENT- with regard to the UN convention on the rights of the child, I believe that closing the school breaches the 7 core aims. Some pupils come to LKPS as a safe haven when they have been bullied at other schools and feel safe in the small environment where they flourish, not just academically.
5	The small school environment supports emotional wellbeing.
6	These aspects are never easy to measure at an ESTYN inspection but children gain in confidence and self-worth at LKPS who would not at a large school where they are lost in the crowd.
7	Cultural activities -this school does far more extra to the curriculum than other schools including participation in Eisteddfodau with many children performing solos even at a very young age.
8	THE CRITICISMS OF MIXED AGE CLASSES - This happens at many schools including Usk where LKPS were sent and is of no concern as the child is taught to their ability not age. Multiple year groups in a class is still not a problem and is beneficial.
9	SMALL AGE COHORTS-The assumption that a small school is bad is wrong- it is different but has benefits. Team sports are played with multiple ages, regardless of sex and ensures everyone gets to join in - not just the Best ones picked for the team. My daughter now year 11 in KHS amazes the class when playing football and is due to playing at LKPS in the school team- she would never have had this opportunity in a large year group as she was so shy when younger she would not have wanted to join in or have been chosen.
10	I object to the ridiculous comment about reduced social interaction with children of their own age. Children develop relationships with peers of own age outside of school also and really with small groups it does not matter if someone is a year older than another. Children learn to get on with children of all ages and this increases their confidence and maturity. There is not the segregation of different ages at break time and the older children have developed a much more caring attitude to their fellow pupils.
11	QUALITY OF TEACHING AND LEARNING COULD NOT IMPROVE - The quality of teaching has been excellent. My children are way ahead of other pupils at entry to King Henry VIII school and continue to be, so to suggest the teaching is inadequate is appalling.
12	STANDARDS OF ACHIEVEMENT WOULD NOT IMPROVE - Again this is a ridiculous assumption. If there were any downward trends in this last year it is hardly surprising given the trauma the pupils endured by having their very able and inspiring headteacher removed with no warning and relocation of the pupils to Usk School again with only 24hours notice
13	However several pupils achieved the highest mark in the SAT tests in July 2015- higher than the Usk pupils, again proving the school to be excellent. If it is so terrible, as we were told by some Local Authority Governors that we were deranged as parents to want our children there, then how come our children scored so highly against Usk Pupils- a supposedly 'better' school.
14	Independent learning is second nature to LKPS pupils and again King Henry VIII School have commented on my own children's positive attitude to learning and just

	getting on with their work. Some of this no doubt a positive aspect of mixed age classes where the teacher is speaking to one age of children whilst others continue with their work.
15	THE LEADERSHIP TEAM - is attainable and was previously strongly in place so can be replaced.
16	The ESTYN INSPECTION - I believe had the school had its ESTYN Inspection in June/July 2015 it would have had a much better report. The December inspection followed a period of extreme unrest and upset which included many of the excellent voluntary staff and community members being made to leave. The community aspect of this school was outstanding and could be recaptured.
17	THE BUILDING - A modern building alone does not give a better standard of education - many of the best Independent schools are in old buildings.
18	The outside toilets are not a problem. My children are not traumatised by using them. If parents were concerned by them then we would not choose to send our children to the school. The Executive Headteacher did not see them as a problem as long as the perimeter fence was intact (which it now is) from a safeguarding issue.
19	The building has plans to be upgraded -these have been approved and there were also plans drawn up for a larger development including a school hall but funding is the issue. The sale of the building plot adjacent to the school was to fund the improvements but Monmouth Diocese now just see it as a financial opportunity and have reneged on their agreement to release the money.
20	SURPLUS CAPACITY- I object (despite the inadequate explanation since provided in the FAQ Document) to the calculation of percentage of surplus places. If MCC only allow 5 pupils per year group then it is 100% full at 35 pupils. To use 40 pupils in the calculation is wrong and gives a biased figure of surplus places.
21	There were plenty of pupils wanting to come to LKPS who were not allowed by MCC. It would have been perfectly workable to have 6 in some years and 5 in others as and when required. The inflexible attitude of MCC to this aspect has contributed to the lower numbers yet again attempting to undermine the school. 6 pupils were turned away last academic year alone 2014/15)
22	Also some pupils come who intend to go to private school at Junior stage so again this should be allowed to be factored in to the year intake numbers.
23	Many pupils come from outside the catchment area further proof of what an excellent school it is, giving parents choice of education for their children.
24	Pupils do not have to undertake PE off site -There are facilities ie a big field. Swimming was taught to the whole school, again a fact that attracted parents to the school. One term of swimming lessons in juniors as done by other schools is not enough to teach a child to swim -Surely a core part of the curriculum. Therefore it is left to those that can afford it to have lessons outside school.
25	LKPS offered choice of a better education to those that could not afford it elsewhere and should continue to do so. Any perceived increase in cost is offset by reduced input and cost of further intervention for underachievers in larger schools and for certain pupils the cost to society of delinquency.
26	An alternative to the standardised 210 pupil primary school should not be only in the gift of those that can afford private education
27	This school with a County central location that can take pupils from around the county for reasons of other schools being oversubscribed, as having small numbers to suit pupils problematic in other schools, where children can feel safe from bullying with it's more inclusive atmosphere should be seen as a jewel in the crown of the Monmouthshire educational offering.

28	Parents in Monmouthshire are entitled to a choice of primary education rather than a one size fits all. Llanfair Kilgeddin Primary School is ideally situated mid county to be the overflow and alternative choice for all the surrounding schools.
29	MCC aims to raise the life chances for all within the community, by closure MCC is in breach of its vision of providing an educational offer that is acceptable to all. A 210 pupil primary school is not acceptable to me.
30	The document refers to Llanfair Kilgeddin being a village. Following discussion with MCC Planning Dept. during the LDP consultation phase, Llanfair Kilgeddin was downgraded to a "Minor Village "

## Appendix 4 – Record of Pupil Consultation

---

1	I was frightened when I knew I could not go back to my school
2	I was not allowed to bring my work of the walls
3	Nobody had any information before we had to move, I didn't know Usk school.
4	I was split up from my friends in the Infants
5	The children and the parents were all upset and crying and angry

## Appendix 5 – Future Generations Form



### Future Generations

Page 649

<p><b>Name of the Officer</b> Cath Sheen</p> <p><b>Phone no:</b> 07595 647637 <b>E-mail:</b> cathsheen@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal:</b></p> <p>The objective of the proposal is to build on the school rationalisation programme in Monmouthshire which aims to remove surplus places and improve building stock in order that educational provision is enhanced. 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” Therefore the proposal is as described below:</p> <p>To Close Llanfair Kilgeddin VA CIW Primary School.</p>
<p><b>Name of Service</b> - Directorate for Children &amp; Young People</p>	<p><b>Date Future Generations Evaluation</b> form completed – 4<sup>th</sup> December 2015. (EQIA completed prior to this)</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><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The schools that pupils have transferred to demonstrate good practice and have successful leadership teams, therefore it is expected that educational outcomes and provision will be enhanced as a result of this proposal.</p> <p>There will be staff redundancies as a result of this proposal.</p> <p>A higher than necessary level of school places means financial resources are not being used in the most efficient or effective way to improve the quality of Education. The potential savings from removing surplus places in existing schools are relatively small in comparison to the savings achievable by closing a whole school.</p> <p>WG previously issued directive to LA's that if they did not reduce surplus places there could be financial penalties.</p>	<p>Redeployment opportunities will be explored for all staff in line with the protection of employment policy.</p>








<b>Well Being Goal</b>	<b>How does the proposal contribute to this goal? (positive and negative)</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
	Whilst there is a backlog of maintenance in all the affected schools (apart from Raglan) Llanfair Kilgeddin's building is in a poor state of repair and is not suitable or sufficient to deliver a 21 <sup>st</sup> century education.	
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	The future of the building is unknown as it will be handed back to the Diocese to determine its future use.	
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	Children have access to a wider peer group at their new schools, however children may be anxious attending a new larger school, as with any child when they change school. Pupils have access to a broader curriculum around the healthy schools agenda and there are improved facilities at the schools the pupils have transferred to enabling for example delivery of PE on site.	Children will be supported by staff at their new schools to assist with transition and we are advised that pupils settled into their new schools well.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	The school does not have any community facilities held on the site. There is a field that is used by the community.	The land and building is owned by Monmouth Diocesan Trust, therefore if the proposal is implemented the use of the school and the field will be a decision for them.

<b>Well Being Goal</b>	<b>How does the proposal contribute to this goal? (positive and negative)</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
	<p>The after school club closed in the spring term 2014.</p> <p>A small number of pupils that actually reside within the village will be removed from the village community.</p>	<p>The schools that pupils have transferred to have a wide range of after school activities.</p> <p>There is a community hall in the village located approximately 1 mile away, although still considered to be Llanfair Kilgeddin.</p>
<p><b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The schools that pupils have transferred to and will transfer to in the future are more sustainable both educationally and financially.</p>	
<p><b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>Welsh will be taught in accordance with the national curriculum.</p> <p>Opportunities to participate in Sport, Art and recreational activities are improved in the schools that pupils have transferred to and for future pupils who move into the village.</p> <p>Denominational Education can be accessed at Raglan CIW Primary School.</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?
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	Improved and enhanced facilities and curriculum delivery within the new designated schools will enable all children and young people to reach their full potential.	

**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?
 Balancing short term need with long term and planning for the future	Although pupil numbers are projected to increase slightly there is still enough capacity within the Abergavenny area to accommodate pupils in the next 5 years. (we cannot forecast further than this) The LA in collaboration with WG has a long term strategic capital investment programme which aims to create a generation of 21st Century schools.	The LA has made a commitment that any capital receipts are invested into the 21 <sup>st</sup> century schools programme.
 Working together with other partners to deliver objectives	The Governing Body requested that the Council start statutory processes on the proposed closure of the school. Also the Diocese were consulted and in agreement.	

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>Statutory consultation has taken place with staff, governors, and the public. We held a drop in question and answer session. All responses to the consultation have been included in this report.</p>	
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>The school has received an intensive amount of support and resources from the EAS and LA in order to ensure the school could succeed is a factual records of support. Unfortunately, despite this exceptional level of support, the school was unable to demonstrate that they had made sufficient progress to secure the necessary improvements and to be able to continue without this exceptional level of support. This was confirmed by Estyn in the inspection of the school in December 2014 where prospects for improvement were judged to be unsatisfactory. The Governing body were unable to appoint a Headteacher.</p>	<p>The Governing body requested the LA consult on closure of the school.</p>
 <p>Integration Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Children will have access to a more enhanced and sustainable curriculum.</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.

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Age			
Disability			
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			Denominational Education will be provided at Raglan CIW Primary School.
Sex			
Sexual Orientation			
Welsh Language			All documentation is bilingual.

Page 655

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>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	All schools in Monmouthshire have adopted Monmouthshire's Safeguarding in Education Policy and staff are aware of their duties in relation to safeguarding.		
Corporate Parenting			

Page 656

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

<p>Data used to inform the development of this proposal include:</p> <ul style="list-style-type: none"> <li>• Pupil Place Plan January 2015</li> <li>• Estyn Inspection Reports</li> <li>• EAS School Performance data</li> <li>• Pupil Projections</li> <li>• Surplus places data</li> <li>• Welsh Government Condition Survey Data (2010)</li> </ul>
--

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?

Children will have access to other schools within the Local Authority which have a much broader range of teaching experience, resources and facilities resulting in a richer education curriculum.

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 establishment of an ALN Unit and reducing the capacity of a school	Within the timescales outlined in the report	Cath Sheen	Completion of the Statutory Process in March 2016

Page 657

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:	23 <sup>rd</sup> March 2016
--	-----------------------------







This page is intentionally left blank



<b>SUBJECT:</b>	<b>Consultation Report on proposal to establish and additional learning needs (ALN) Facility and make an alteration to the schools capacity at Monmouth Comprehensive School</b>
<b>MEETING:</b>	<b>Cabinet</b>
<b>DATE:</b>	<b>6<sup>th</sup> January 2016</b>

## 1. PURPOSE:

- 1.1 The purpose of the report is to inform the outcome of the consultation on the proposal to establish an additional learning needs (ALN) Facility and make an alteration to the schools capacity at Monmouth Comprehensive School.

## 2. RECOMMENDATION:

- 2.1 To consider the attached consultation report and agree to publish the proposal in the form of Statutory Notices to:-
  - (i) Make a prescribed alteration to the capacity of Monmouth Comprehensive School from 1671 to 1600 places
  - (ii) Establish an Additional Learning Needs facility at the school.

## 3. KEY ISSUES:

- 3.1 The statutory consultation process on the proposals took place between the 19<sup>th</sup> October 2015 and 6<sup>th</sup> December 2015.
- 3.2 A file of all the comments and views received during the consultation period has been made available to Elected Members as part of this process and, before any decisions are made, the file has been located in the members library.
- 3.4 Based on views received in writing and at the drop-in session and through consultation with the School Council it was evident that establishing the Additional Learning Needs facility at Monmouth Comprehensive School will enhance the provision at the school. The school aims to be a fully inclusive community for students of all abilities, challenges, race, gender and social origin and this proposal will enable the school to be even more inclusive and enable children and young people with moderate to severe learning difficulties at key stages 3 and 4 to access education within the County and their own community.

3.5 In relation to the proposal to reduce the capacity of the school, overall there has been less comment on this part of the proposal however the main comments that have been received have focussed on catchment areas and whether there will be enough places for pupils living in the school catchment area.

The Local Authority acknowledges that Monmouth Comprehensive is a popular school and was oversubscribed last year however it also has to address surplus places as a whole within the secondary sector.

The Local Authority is mindful that the other secondary schools in the County have a high level of surplus places and this means that financial resources are not being used in the most efficient and effective way to improve the quality of education.

#### 4. REASONS:

4.1 The consultation report represents the Council's responsibility as part of the School Standards and Organisation (Wales) Act 2013 to publish a consultation report and:

- Summarises each of the issues raised by consultees.
- Responds to these issues.
- Sets out Estyn's view of the overall merits of the proposal.

#### 5. RESOURCE IMPLICATIONS:

5.1 The continuation of the 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 21<sup>st</sup> 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.

<b>Example Placement Costs</b>	<b>Pupil numbers</b>	<b>Average cost per pupil</b>
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)	Ages	£1,823.43

only) Secondary	11-14	
	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 1<sup>st</sup> 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 21<sup>st</sup> century schools programme has been agreed on the basis of the new school having a capacity of 1600 and a 55 place ALN facility.

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

The future generation's process has been completed and is at Appendix 2.

**7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

There are no safeguarding or corporate parenting implications associated with this report

**8. CONSULTEES:**

Cabinet Members  
DMT  
SLT

**9. BACKGROUND PAPERS:**

The Government of Maintained School (Wales) Regulations 2005  
The School Standards and Organisation (Wales) Act 2013  
School Organisation Statutory Code 006/2013  
Consultation Document on Proposed Closure of Llanfair Kilgeddin VA CIW primary School.

**10. AUTHOR:**

Cath Sheen – Client Liaison Officer.

**11. CONTACT DETAILS:**

E-mail: [cathsheen@monmouthshire.gov.uk](mailto:cathsheen@monmouthshire.gov.uk)  
[Tel: 07595 647637](tel:07595647637)





# Proposal to establish an additional learning needs (ALN) facility and make an alteration to the schools capacity at Monmouth Comprehensive School

Consultation Report

# Table of Contents

1)	<b>Introduction.....</b>	<b>3</b>
2)	<b>Distribution of the Consultation Report.....</b>	<b>6</b>
3)	<b>Consultation Arrangements .....</b>	<b>7</b>
	Consultation Meetings.....	7
	Pupil Consultation.....	7
	Public Consultation .....	7
4)	<b>Results and Comments .....</b>	<b>8</b>
5)	<b>Appendix 1 – List of Consultees.....</b>	<b>12</b>
6)	<b>Appendix 2 – Record of Drop-in Session.....</b>	<b>13</b>
7)	<b>Appendix 3 – Record of Pupil Consultation .....</b>	<b>14</b>
8)	<b>Appendix 4 – Correspondence from Consultees.....</b>	<b>18</b>
9)	<b>Appendix 5 – Future Generations .....</b>	<b>26</b>
10)	<b>What happens next.....</b>	<b>Error! Bookmark not defined.</b>

---



## 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 21<sup>st</sup> Century schools visit <http://21stcenturyschools.org>

### Monmouthshire's 21<sup>st</sup> 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.

## Distribution of the Consultation Report

---

**The consultation report will be put on the Council's website and the following will be informed of this:**

- Parents, Guardians and carers of all pupils on roll at Monmouth Comprehensive School.
- Parents, Guardians and carers of all pupils on roll at Osbaston, Overmonnow, Cross Ash, Kymin View, Llandogo and Trellech Primary Schools.
- Consultees who have requested notification

**The following will receive an emailed link to the website where the consultation report has been published.**

- 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
- Mudiaid 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;

## Consultation Arrangements

---

The consultation document was published on the 19<sup>th</sup> October 2015, and this date also represented the start of the consultation process. The Consultation period lasted 7 weeks with one week being during half term, therefore the consultation period ended on the 6<sup>th</sup> December 2015.

All consultees were directly advised of the consultation process, a list can be found at Appendix 1. The consultation document was made available on the Council's website at [www.monmouthshire.gov.uk/schoolreorganisation](http://www.monmouthshire.gov.uk/schoolreorganisation).

The public were also made aware on the Council's Twitter and Facebook pages on the 19<sup>th</sup> October 2015 and 4<sup>th</sup> November 2015.

### **Consultation Meetings**

A consultation drop in session was held for Staff, the Governing Body and Parents /Carers of pupils and any other interested parties.

The session was held at Monmouth Comprehensive School on the 12<sup>th</sup> November 2015 from 3:30pm – 6:30pm to allow all interested parties to attend at a time that is convenient to them during the late afternoon or early evening.

A number of Council Officers attended to answer questions. A copy of the Consultation Document and feedback form was provided to attendees. They were encouraged to provide feedback using one of the preferred methods.

### **Pupil Consultation**

A consultation meeting was held with the School council on 1<sup>st</sup> December 2015, a summary guide in relation to the proposal was produced for pupils and questions were prepared to stimulate discussion. See Appendix 3.

### **Public Consultation**

The public were made aware on the Council's Twitter and Facebook pages on the 19<sup>th</sup> October 2015 and 4<sup>th</sup> November 2015. Posters were also put up in the vicinity of the school site to raise awareness to the public.

## Results and Comments

---

A broad profile of respondents are shown in the table below, with narrative descriptions attached at Appendix 1.

	<b>Total</b>
<b>Parents</b>	16
<b>Staff</b>	3
<b>Governors</b>	3
<b>Elected members</b>	1 Incl.in above
<b>Residents</b>	3
<b>Total</b>	25

A file of all the comments and views received during the consultation period have been made available to Elected Members as part of this process and, before any decisions are made.

### **Response from Estyn**

Estyn response to the proposal to establish an additional learning needs facility and make and alteration to the school's capacity at Monmouth Comprehensive School.

This report has been prepared by Her Majesty's Inspectors of Education and Training in Wales. Under the terms of the School Standards and Organisation (Wales) Act 2013 and its associated Code, proposers are required to send consultation documents to Estyn. However Estyn is not a body which is required to act in accordance with the Code and the Act places no statutory requirements on Estyn in respect of school organisation matters. Therefore as a body being consulted, Estyn will provide their opinion only on the overall merits of school organisation proposals.

Estyn has considered the educational aspects of the proposal and has produced the following response to the information provided by the proposer and other additional information such as data from Welsh Government and the views of the Regional Consortia which deliver school improvement services to the schools within the proposal.

## **Introduction**

The proposal is by Monmouthshire County Council.

The proposal is that Monmouth Comprehensive School reduces its capacity from 1671 to 1600, and adds an additional learning needs (ALN) facility to cater for pupils with moderate to severe learning difficulties.

## **Summary / Conclusion**

The proposer has clearly outlined the benefits of the proposal in addressing the need for adding an additional learning needs facility to the school. This will provide suitable educational provision for pupils with moderate to severe learning difficulties at key stages 3 and 4 within the county of Monmouthshire and their home community. There is currently no provision for this in the county of Monmouthshire.

It is Estyn's opinion that the proposal is likely to at least maintain the current standards of education in the area.

## **Description and benefits**

The proposer has provided a clear rationale for the proposal to establish a 55-place facility for pupils with moderate to severe learning difficulties at Monmouth Comprehensive School. These proposal aims to provide the appropriate integrated, engaging, supportive, teaching and learning environments (within mainstream education) for its students with learning, behavioural and physical challenges at point of most need and within their own communities.

The proposer clearly outlines the expected benefit of the proposal. The proposer provides a suitable analysis of the current and surplus numbers of the school along with the projected numbers for the school for the next five years. However, when considering the current trends of parental choice of Monmouth Comprehensive School for pupils out of catchment, there would not be enough space to accommodate all pupils within catchment and parents who wish to send their children to the school who live out of catchment.

The proposer has however, demonstrated that there are sufficient spaces available for those pupils who live out of catchment for Monmouth Comprehensive School in their catchment schools. The catchment area for the school will remain the same.

The proposer has appropriately outlined the benefits of adding an additional learning needs facility to the school and has suitably considered the impact on leadership and management and outcomes at the school.

The proposer has clearly outlined the need for a special needs resource base within the county of Monmouthshire. There is currently no provision for this at key stage 3 or 4 and pupils currently in special needs resource bases in the Foundation Phase and key stage 2 currently have to travel out of the county to access this provision.

The proposer has clearly demonstrated the need for the Special Needs Resource base, outlining a rising projection in trend of pupils who will need access to this over the next five years.

The proposer has provided clear evidence to show that it has considered other alternatives appropriately. The proposer has suitably considered the impact of the proposal of learner travel arrangements, which is likely to reduce the travel time significantly for the pupils who will be educated in the Special Needs Resource base.

The proposer has suitably considered the substantial saving that the proposal will have by placing pupil's in its own authority's schools. The proposer has clearly outlined the admission procedures for pupils who will attend the Special Needs Resource Base. All other pupils will be admitted in line with the council's current admissions policy.

The proposer has completed a suitable equality impact assessment, which clearly considers the impact of the proposals on pupils demonstrating the protected characteristics.

### **Educational aspects of the proposal**

The proposer has suitably considered the impact of the proposals on outcomes, provision and leadership and management.

Monmouth Comprehensive School has shown a clear upward trend in results over the last four years. At key stage 3, performance is above Wales and Local Authority averages and is currently in line with its family of schools for the first time. Performance of key stage 4 has improved over four years. The level two threshold including English and Mathematics has been above Wales and the Local Authority but below the family for the last four years. This is also the case for performance in the level one threshold.

The proposer has appropriately considered the recent Estyn inspection outcomes for schools in the area. The proposer has appropriately considered the implications to leadership and management in the school. It believes reasonably that the establishment of a Special Needs Resource base is well within the capacity of the current leadership team.

The proposer has suitably outlined the likely impact on the delivery of the curriculum and reasonably asserts that this will be enhanced with the addition of a new building fit for the 21st century. The proposer also clearly outlines the benefits of the proposal for pupils with additional learning needs, allowing them to access a broad, balanced, relevant and accessible curriculum.



## General Overview and Consensus

Following the consultation meetings and responses received during the consultation period it was clear that there is general agreement from all parties that establishing the Additional Needs Unit at Monmouth Comprehensive School will enhance the provision at the school. The school aims to be fully inclusive community for students of all abilities, challenges, race, gender and social origin and this proposal will enable the school to be even more inclusive and enable children and young people with moderate to severe learning difficulties at key stages 3 and 4 to access education within the County and own community.

It is generally felt that the proposal will offer a broad, balanced and relevant range of learning opportunities within a modern and inspirational environment.

In relation to the proposal to reduce the capacity of the school, overall there has been little comment on this part of the proposal. The main comments have been around catchment areas and admissions criteria.

The Local Authority has to take account of the surplus places for all 4 secondary schools across the County which currently stands at 17.01%. Whilst Monmouth Comprehensive was oversubscribed last year there is adequate provision for all catchment area pupils including any pupils generated from future housing developments going forward.

The Local Authority is aware that Monmouth is a popular school but remains mindful of the effect on other secondary schools in the County and whilst there is scope for out of catchment pupils to be admitted to the school, the new school cannot be built larger than necessary to serve the pupils within its catchment area.

## Appendix 1 – 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 – Record of Drop-in Session

---

<b><u>Question</u></b>	<b><u>Answer</u></b>
Will my child be able to access mainstream lessons with support?	This is a decision made by the Senior Leadership Team under the day to day management of the school, they will ensure that pupils' needs are met appropriately to enable them to meet their potential.
Will my child be able to use all the facilities within the school?	Certainly, this is a DDA compliant school and all pupils will have access to facilities.
When will the school be open for business?	September 2017
Will the teachers for the 55 children be additional to the current staff?	Yes
Who will manage the Special Need Resource Base?	This will be a decision for the Senior Leadership Team of the School to agree. The funding for this additional resource will come from the authority and the staff will be appointed by the school's Governing Body.

## Appendix 3 – Record of Pupil Consultation

---

Question	Answer
Is there any demand / need for the ALN Facility?	Yes there is because currently there is no provision in the North of the County for pupils with ALN to access. The only provision is in Caldicot School which is a 50 + mile round trip. So many pupils who live in Monmouth who may attend Overmonnow School in particular would have to travel either to Caldicot or out of county.
Will it be separate or integrated into the school building?	It will be part of the school building, there will be an area designated as the ALN facility but where possible the pupils will be integrated within the school. Within Science, Maths and English faculties there are designated learning areas for pupils with additional learning needs.
Will there be more staff or same staff?	There will be existing staff and probably more staff will need to be employed in due course. The Local Authority will fund any additional staff, it will not be to the detriment of existing budgets.
The school is new with less capacity – are we going to have space for everybody?	Initially the number on roll will be slightly over the capacity but the pupils can be accommodated in the short term. The numbers will be managed down through applying the admissions criteria.
What is the admissions criteria?	The current admissions criteria area: 1. Looked After children, or previously looked after children. i.e. Children who are or have been in the care of the Local Authority 2. Children with exceptional medical circumstances, supported by a medical consultant's report.

	<p>3. Children with brothers and sisters at the school at the date of admission</p> <p>4. Children residing within the preferred school's catchment area will be given prior consideration over those children living outside the catchment area</p> <p>5. Should the school continue to be in a position of over subscription after applying points (1) to (4), priority will be based on closeness to the preferred school</p>
Why can't we have more pupils?	As a Council we have to look at the bigger picture and look at the surplus places across the Council not just in Monmouth. We currently have too many surplus places within secondary schools and need to reduce this. Monmouth currently take pupils who reside in the catchment areas for King Henry and Chepstow and this could be detrimental to the viability of those schools.
How will we reduce numbers if admissions criteria is not changed?	The numbers will reduce through applying the oversubscription criteria as above and it is likely that those that live furthest away from the school and not within the Monmouth catchment area will not be admitted to the school.
When will it take place?	The reduction in the capacity and establishment of the ALN Unit will be in the academic year 2017/18.
Why is there a bigger population?	Monmouth Comprehensive School is a very popular and successful school and a lot of parents would like their children to be educated at the school. Parents from within and outside Monmouthshire.
Do you agree it is going to be hard to change perception and children can't come here?	Yes it will be hard to change perception and there will be some parents and young people who will be unhappy that they cannot attend the school.
Are we reducing the capacity because of the Unit?	No we have to reduce the capacity of the school to address a wider issue within the County with surplus places.

Do current catchment areas overlap?	Some parts of some catchment areas split between secondary schools. This is partly because Monmouthshire is a rural county.
Will reducing the capacity affect 6 <sup>th</sup> form admissions?	No this will not affect the 6 <sup>th</sup> form and these admissions are managed by the school. Last year 73% of pupils in the school went on to 6 <sup>th</sup> form last year.
What types of Additional Learning Needs will the pupils who come into the Unit have?	The pupils who will attend the Unit will have moderate to severe learning difficulties. The school will be DDA compliant so the pupils will be able to access all areas of the building.
I think it will be another brilliant thing for our school to add an ALN Unit. A better thing for attracting more pupils.	
There have been rumors that pupils from the Forest of Dean will not get in because they are over the border	It may be that young people who are out of catchment will be unable to attend the school if it is full, this will be managed through the admissions oversubscription criteria as discussed previously.
How is it working at the moment with pupils who will be attending the Unit?	At the moment the pupils either have to travel to Caldicot School in the South of the county or travel to a provision out of county.
Out of the 4 secondary schools in Monmouthshire are they all being redeveloped?	Yes Monmouth and Caldicot are being developed as part of the Band A of 21 <sup>st</sup> Century Schools Programme and the other 2 secondary schools will be redeveloped as part of Band B, around about 2018/19.
What was the criteria for the new builds – why was Monmouth chosen?	The criteria for choosing the schools was around suitability, sufficiency, building condition.
Why is there a catchment area – what is the difference between distance?	We have to have a method of being able to determine which areas of the County would feed into which schools, and these are what we have as catchment areas.  Distance is the last criteria and that the person who lives out of catchment area

	and is closer to the school would be admitted over somebody who lived further away.
Monmouth Comprehensive is a figurehead in education – could it be that you would encourage Year 6 pupils to go somewhere else and not attend Monmouth	As a Local Authority we do not speak to pupils in Year 6 over which school they wish to attend for Year 7, so we would not discourage anybody from attending Monmouth – the decision is that of parents and carers where they would prefer to send their children.

## Appendix 4 – Correspondence from Consultees including FAQ'S

<b>FAQ</b>	<b>Answer</b>
<p>In order to keep the overall capacity of the school at 1600 pupils will you cease taking children in from out of county? If this is not the case where will the extra numbers go? Also, if there is an overall reduction in numbers how many do you propose will attend the Additional Learning Needs Facility?</p>	<p>The capacity of the mainstream school is 1600 with the capacity of the Additional Learning Needs (ALN) facility being 55 places in addition to the 1600. In line with the School Admissions Policy the oversubscription criteria will be applied if necessary to determine who gets places in mainstream, the following link explains this in more detail <a href="http://www.monmouthshire.gov.uk/admission-criteria">http://www.monmouthshire.gov.uk/admission-criteria</a> Admitting pupils to the 55 place ALN facility will fall under a different policy and 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.</p>
<p>The plans do not have space allocated as a 'unit'. Does this mean that if this proposal is successful the new build will have to go back to planning to incorporate this addition or that there will be an additional build which stands alone from the main school and therefore subject to its own planning application?</p>	<p>The 55 place ALN facility has always been part of the plans for the new school so therefore has been put through the planning application process. There are areas of the school that have been designated for the ALN facility within each faculty, there is also an ALN hub which will provide one to one support for pupils. The intention is not for the facility to be stand-alone but for the pupils to be integrated within the school where possible.</p>
<p>Clarification of the Catchment area for the school would be helpful?</p>	<p>The catchment area for the school will remain the same and can be viewed on the following link <a href="http://maps.monmouthshire.gov.uk/myMonmouthshire.aspx">http://maps.monmouthshire.gov.uk/myMonmouthshire.aspx</a></p>
<p>The reduction in numbers of 71 needs to consist of external catchment pupils (Ross,</p>	<p>Unfortunately the catchment area does not extend into Gloucestershire or Herefordshire and there are no plans for this to change. In line with the School Admissions Policy the oversubscription criteria will be applied if necessary to</p>



Royal Forest of Dean etc.) and not at the expensive of Monmouthshire school children within the current catchment designation.	determine who gets places in mainstream, the following link explains this in more detail <a href="http://www.monmouthshire.gov.uk/admission-criteria">http://www.monmouthshire.gov.uk/admission-criteria</a>
Does the 1600 places provide optimum funding levels for the school?	A minimum of 70% of funding delegated to schools is based on pupil numbers, therefore if the school was full it would attract the maximum funding from Monmouthshire County Council.
Will my child be able to access mainstream lessons with support?	This is a decision made by the Senior Leadership Team under the day to day management of the school, they will ensure that pupils' needs are met appropriately to enable them to meet their potential.
Will my child be able to use all the facilities within the school?	Certainly, this is a DDA compliant school and all pupils will have access to all facilities.
When will the school be open for business?	The school is opening in the academic year 2017/18
Will the teachers for the 55 children be additional to the current staff?	Yes
Who will manage the Special Need Resource Base?	This will be a decision for the Senior Leadership Team of the School to agree. The funding for this additional resource will come from the authority and the staff will be appointed by the school's Governing Body.
Will the new facility draw away funding from the existing successful inclusion provided at the school?	The funding for an SNRB is quite separate from the funding for ALN within mainstream.
What will be the exact purpose of the facility?	The purpose of the SNRB will be to meet a wider range of needs than can currently be met within the school. Pupils who are supported by this facility may have moderate to severe learning difficulties and/or disability.
Who is this facility intended to cater for? Children who are already at the school and are included or is this intended or an additional intake of	Children with complex special educational needs are placed in schools by statement of SEN and this placement also considers parental preference. It may be that pupils in special schools outside of the county would wish to consider returning to a special placement in Monmouth which of course is perfectly reasonable.

<p>pupils who are currently at special schools out of county?</p>	
<p>Who will staff the facility? Existing staff from Monmouth Comprehensive School?</p>	<p>The recruitment and staffing of the SNRB will be agreed by the Governing Body of the school and in conjunction with the Senior Leadership Team for Monmouth Comprehensive School.</p>
<p>Will the facility fall under the remit of the existing head teacher or will it be a standalone entity which will be managed separately from the existing school?</p>	<p>The facility will fall under the responsibility of the head teacher of Monmouth Comprehensive School.</p>
<p>I agree with the logic of establishing a KS3/4/5 ALN facility within Monmouthshire. This is clearly required</p> <p>I object to the reduction of the capacity of the comprehensive provision at Monmouth Comprehensive for mainstream pupils on the following basis –</p> <ul style="list-style-type: none"> <li>• The current catchment area has not changed so the numbers quoted on potential intake are inappropriate and not a true reflection of reality.</li> </ul>	<p>The numbers quoted are a true reflection of numbers on roll from within the catchment area</p> <p>Applicants from outside Monmouthshire would only be admitted before applicants from within the County in the following circumstances :</p> <ol style="list-style-type: none"> <li>1. Looked After children, or previously looked after children. i.e. children who are or have been in the care of the local authority</li> <li>2.Children with exceptional medical circumstances, supported by a medical consultant’s report</li> <li>3.Children with brothers and sisters at the school at the date of admission</li> <li>4.Children residing within the preferred school’s catchment area will be given prior consideration over those children living outside the catchment area</li> <li>5.Should the school continue to be in a position of over subscription after applying points (1) to (4), priority will be based on closeness to the preferred school</li> </ol>

<ul style="list-style-type: none"> <li>• The applicants from schools inside Monmouthshire were rejected for the 2015 intake despite being inside Monmouthshire due to applicants from outside Monmouthshire being given preference because they are inside the catchment area.</li> <li>• If the current catchment areas and the current admissions policy remain the only way to prevent more applicants from inside Monmouthshire being rejected is to maintain or increase the capacity in addition to introducing the new ALN provision.</li> <li>• The provision of the leisure facilities for community integration should not be at the expense of the provision of a 21st century learning environment for the pupils, either mainstream or ALN.</li> </ul>	<p>The pupils within Monmouthshire that were refused admission into the school recently were outside of the schools catchment area and due to the other admission criteria for oversubscription, mainly sibling, pupils from out of county were admitted over pupils out of catchment.</p> <p>We cannot increase the capacity of the school because of the number of surplus places within the County and one of the criteria for the funding of 21<sup>st</sup> Century Schools Programme is to reduce surplus places within the authority.</p> <p>The only new provision on the site which the community will use is the swimming pool. This is being replaced as the old pool needs to be demolished for the new school to be built. The pool is not only required for community use but it is required to deliver swimming lessons as part of the National Curriculum</p>
---	---

<p>The plans should accommodate all requirements maintaining capacity of mainstream, introducing an additional ALN provision and providing a community / leisure facility.</p>	
<p>How will the reduction in available places be managed?</p>	<p>The reduction of available places will be managed through the admission criteria.</p>
<p>Will the 'sibling 'rule be used?</p>	<p>As this is one of the criteria of the admissions process at the moment it will be used</p>
<p>What is the anticipated impact of the Wonastow Road development</p>	<p>The housing development on Wonastow Road has been included within the projections provided in the consultation document</p>
<p>What other schools are being considered as replacements?</p>	<p>At present Caldicot School is being replaced with a new build as part of the LA 21<sup>st</sup> Century Schools Programme. The next tranche of funding is expected around 2018 and the LA will be looking to fund works at King Henry V111 in Abergavenny and Chepstow School.</p>
<p>Could you clarify whether in order to keep the overall capacity of the school at 1600 pupils you will cease taking children in from out of County?</p> <p>If this is not the case where will the extra numbers go?</p> <p>Also, if there is an overall reduction in numbers how many do you propose will attend</p>	<p>The number of admissions will be determined by the agreed admission criteria of the Local Authority.</p> <p>If Monmouthshire children who live within the catchment area of the school are unable to be admitted to the school they will be offered a place in their next nearest Monmouthshire School</p> <p>The ALN Unit will be able to accommodate 55 pupils.</p>

<p>the Additional Learning Needs Facility?</p>	
<p>Although overall the additional learning needs of the children and young people of Monmouthshire will be better served through the establishment of a resource base in Monmouth Comprehensive, the question should be raised as to whether or not there is a need for a 55 place facility in the North of Monmouthshire as well the south. A concern is that one or indeed both of the facilities may become inviable due to low numbers</p>	<p>Monmouth Comprehensive School’s special class was closed approximately 5 years ago because of a flood in the building. The Special Needs Resource Base which is being proposed will be run on very different lines to that class but will support children who have special educational needs and will enable them to attend a secondary school within their locality.</p> <p>Currently the Special Needs Resource Base in the South of the County is a 75 place facility, this will be reduced by 20 to 55 under the new plan. Therefore only an additional 35 places will be created overall in the county which is needed to increase the high level of inclusion within the Authority that we currently have.</p>

Other Comments received that did not require a response.

<p>I am a parent of twin boys who are in year 5 at Usk Primary School. One of my sons, has ASD so I was interested in learning about the proposed ALN facility at Monmouth Comprehensive School.</p> <p>I attended the drop-in session that was held on the 12th November and was immediately impressed with how attentive the staff and volunteers were, in bringing me up to speed with the proposals.</p> <p>I had the opportunity to catch up with Stephanie Hawkins and she introduced me to Hayley Page who explained things clearly to me. I understand the proposal is going ahead which I fully support, and hope that my son (and his brother)! has the opportunity to attend such a wonderfully progressive school.</p>
<p>I am a parent of a child at Monmouth Comprehensive School.</p> <p>I support the proposed changes, including additional Learning Needs facility, and reducing overall numbers. I think that these changes will</p>

improve the quality of learning provided, and relieve pressure on teachers, pupils and parents.

I am writing to you regarding the above alteration at Monmouth school. I am the parent of a little boy x. Who at present is in Overmonnow SEN Unit. Monmouth.

I think it is very important to include a SEN units into main stream schools, this is because

- SEN children need to mix with main stream children to achieve their potential, this is because they will try to do what the other children are doing so learning, e.g. social skills, communication skills, everyday life skills.
- Main stream children need to have SEN children amongst them so as they can learn how to communicate and treat SEN's later in life. All too often SEN's are ignored or wheelchair users spoken over the top of. This is because, unless people have had dealings with a SEN, they do not know what to say so chose to say nothing. Or think the SEN wouldn't understand anyway.

I have experienced what happens when a SEN is in main stream. X was in a mainstream school for the first two years of school life, then he was moved to Overmonnow because he developed epilepsy and was falling behind even more and needed specialist care. But the point I am coming to is that the class of children the mainstream school he was with when they see him in the shop, or in the school still come over to him and talk to him as an equal. Asking him what he's been doing and are quite excited about him possibly meeting up with them in Monmouth. These children have experienced how to live alongside SEN's and will look out for him for the rest of their lives. Making those better people.

I am the parent of a child at Monmouth Comprehensive School. I support the proposed changes, including additional learning needs facility and reducing overall numbers. I think that these changes will improve the quality of learning provided and relieve pressure on teachers, pupils and parents.

The establishment of an ALN resource base at Monmouth Comprehensive brings several benefits, the most important being that it will offer children and young people with moderate to severe learning needs the opportunity to experience an inclusive education as close to home and their local community as possible. Presently pupils face a long daily journeys to access their most suitable ALN facility thus restricting their contact with other children and young people who live in their communities.

This proposal also brings with it a reduction in costs that are associated with providing specialist education places for pupils outside of the Local Authority. This, coupled with the ongoing costs of transport for these pupils and others travelling from the North of Monmouthshire to a SNRB facility in the South, will amount to a considerable saving that could be used to build capacity within the LA to meet a wider range of children's needs.

Monmouth comprehensive takes a very inclusive approach to educating all the pupils at the school. There is no segregation of pupils with additional needs. All pupils are a part of a form group and spend the majority of their time with their peers whilst accessing some small, focused group work for areas of the curriculum with which they need the most support. This a model of inclusion which should be commended and encouraged for the benefit of the children with ALN and also for their typically developing peers.

Having discussed the plans for the school with Liz Hackett-Pain, Stephanie Hawkins, Hayley Page and the architect Simon Kneafsey, I am delighted to hear that there are no changes planned for the way children are included in the school but that they will continue to be included in every way possible and have their needs met on an individual basis.

I hope that there will be support from MCC for the school to meet the additional training and resource needs to be able to extend their excellent level of inclusion to more pupils with ALN. For inclusion on a greater scale there will be a need for more technology - i-pads/laptops for individual pupils for example, more teaching assistants to support individual children, more specialist resources such as PECS and Numicon, condition/syndrome specific training across the school, training to enhance the differentiation skills of all teachers within the school and of course, a building with appropriate access throughout.

I also feel strongly that in order to ensure an equitable provision across Monmouthshire and to assist parents in choosing their local school for their child, all four secondary schools in the county should be working in a very similar way and receiving the support and training necessary to ensure that pupils with ALN have the same opportunity wherever they live.

## Appendix 5 – Future Generations

---











<p><b>Name of the Officer</b> Cath Sheen</p> <p><b>Phone no:</b> 07595 647637 <b>E-mail:</b> cathsheen@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal:</b></p> <p>The objective of the proposal is 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.</p>
<p><b>Name of Service</b> - Directorate for Children &amp; Young People</p>	<p><b>Date Future Generations Evaluation</b> form completed – 9<sup>th</sup> December 2015. (EQIA completed prior to this)</p>

2009-09-05

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><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The school aims where possible to be fully inclusive community for students and the establishment of the ALN facility will enhance and embrace the ethos of the school. The facility will offer an inclusive education as close to home and the local community as possible for pupils with</p>	<p>.</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>moderate to severe learning difficulties which could include Autism and physical impairment.</p> <p>The proposal will require skilled teaching and support staff to work within the facility.</p> <p>Whilst the school is currently oversubscribed there are significant surplus places in the secondary sector within Monmouthshire and the Council has to look at this as a whole. A higher than necessary level of school places in the wholes county means financial resources are not being used in the most efficient or effective to way to improve educational outcomes for all pupils.</p>	
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The facility will 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 as well as an improved offer for the community.</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><b>A healthier Wales</b> People’s physical and mental wellbeing is maximized and health impacts are understood</p>	<p>The development of the facility will improve levels of independence for children and young people who are supported in schools,</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><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>The ALN facility will offer an inclusive education as close to home and the local community as possible for pupils.</p> <p>There will be enough places at the new school going forward for pupils residing in the Monmouth catchment area and taking into account housing developments in the LDP. However parents of pupils who reside outside of the catchment area may not be awarded their first preference of admission to school if it is full.</p>	
<p><b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The establishment of the Unit and building of the new school will mean that the school is more sustainable both educationally and financially.</p>	
<p><b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>Opportunities to participate in Sport, Art and recreational activities will be improved for all pupils attending the school. There will also be an improved offer for the community to participate in activities.</p>	<p>All sport, art, &amp; 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?
<p><b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances</p>	<p>The development of the facility will improve levels of independence for children and young people who are supported in schools, the building will be fully DDA compliant. The school already is an inclusive community for students of all abilities, challenges, race, gender and social origin.</p> <p>As more of our students with additional learning needs will be educated in mainstream schools in Wales they will benefit from our culture where they 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>There is adequate capacity to accommodate pupils from within the existing catchment area including housing developments within the LDP for at least the next 10 years – it is not possible to calculate further as the population is unknown. There is also an element built in to the overall capacity to accommodate a percentage of out of catchment pupils.</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>Working together with other partners to deliver objectives</p>	<p>The Local Authority is working collaboratively with Welsh Government to create a generation of 21<sup>st</sup> Century Schools. The project is funded 50:50 between both parties.</p> <p>In relation to the establishment of the ALN facility all relevant health or third sector bodies with an interest have been consulted.</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>Statutory consultation has taken place with staff, governors, the School Council and the public. We held a drop in question and answer session. All responses to the consultation have been included in the appendix report.</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 utilise to support special needs pupils at 'school action' and 'school action plus' of the SEN Code of Practice. (Wales).</p> <p>The Local Authority has been charged by Welsh Government to reduce surplus places in its schools and in particular secondary schools if this is not achieved there could be financial penalties.</p> <p>One of the criteria for receiving 21<sup>st</sup> Century Schools funding for the new build projects is to reduce surplus places.</p>	<p>We will continue to work even closer with schools and cluster 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>The Local Authority will continue to monitor it's surplus places and continue to reduce them through Band A and B of the 21<sup>st</sup> century schools Programme.</p>
 <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Children will have access to a more enhanced and sustainable curriculum.</p> <p>More children will be included in mainstream education.</p>	<p>it is 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.

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Age	N/A	N/A	N/A
Disability	Monmouthshire will continue to meet the needs of children with disabilities		
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

Page 7 of 10

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>

	<b>Describe any positive impacts your proposal has on safeguarding and corporate parenting</b>	<b>Describe any negative impacts your proposal has on safeguarding and corporate parenting</b>	<b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>
Safeguarding	All schools in Monmouthshire have adopted Monmouthshire's Safeguarding in Education Policy and staff are aware of their duties in relation to safeguarding.		
Corporate Parenting			

Page 702

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

Data used to inform the development of this proposal include:

- Pupil Place Plan January 2015
- Estyn Inspection Reports
- EAS School Performance data
- Pupil Projections
- Surplus places data
- Welsh Government Condition Survey Data (2010)
- Engagement (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.

**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?**

All children within the Monmouth catchment area will have access to a school that is fully inclusive and has a broad range of teaching experience, resources, and facilities and is fit for purpose to deliver a broad curriculum in line with 21<sup>st</sup> Century teaching and learning.

**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 establishment of an ALN Unit and reducing the capacity of a school	Within the timescales outlined in the report	Cath Sheen	Completion of the Statutory Process in March 2016
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 any transition process.	Steph Hawkins	Progress measured against the plan. Review of effectiveness following integration.
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	Steph Hawkins	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: 23<sup>rd</sup> March 2016

This page is intentionally left blank

**SUBJECT: CHANGING PRACTICE, CHANGING LIVES IN CHILDREN'S SERVICES**

**MEETING: ADULT AND CHILDREN AND YOUNG PEOPLE SELECT**

**DATE: 16<sup>TH</sup> DECEMBER 2015**

**DIVISION/WARDS AFFECTED: ALL**

**1. PURPOSE:**

The purpose of this report is to obtain approval for a 3 year Service and Financial Plan for Children's Social Services which will form part of the overarching Social Care and Health transformation programme, *Changing Practice, Changing Lives*.

**2. RECOMMENDATIONS:**

It is recommended that the 3 year Children and Young People Services and Financial Plan be referred to Cabinet for approval.

**3. KEY ISSUES:**

This plan forms part of an overarching transformation programme in Monmouthshire County Council Social Care and Health which was designed to deliver the cultural and practice change necessary to realise the benefits from the legislative framework in the Social Services and Well-being (Wales) Act (2015). The transformation programme in Social Care has delivered both improved outcomes and quality of life for people and significant savings over the last 4 years in adult social services.

Recognising the differences in children's services, and the different starting place, the first phase of the transformation programme in children's services has focussed on getting the basics right and improving performance. The *Changing Practice, Changing Lives* programme will continue to be sensitive to those differences between adults and children's services, but also build on the strengths within the different part of the business to deliver a coherent purpose and governance for practice and commissioning in Social Care and Health.

A shared understanding of 'what good practice looks like' and alignment of all systems (from supervision to quality assurance to management meetings) is needed. Change is delivered by individual practitioners and teams coming together around a common purpose, supported by managers and leaders who set direction and remove the barriers that exist. Some limited external support from a recognised expert in children's services will be sought to develop the detail of practice transformation programme within children's services.

This plan has been developed for a very specific purpose – to ensure there is clear set of prioritised actions to deliver service and financial recovery. It builds on the very positive progress which has been made in children's social services over the last 2 years and sets

direction over a medium term time frame to address increasing challenges around managing need, workforce stability and financial sustainability. It reflects increasing challenges since the Service Improvement Plan (SIP) for 2015/16 was agreed. As such, the plan includes a set of actions which are additional to current SIP. The 3 year timescale of the plan and financial model, recognises that practice led transformation requires sustained direction and effort over a prolonged period of time.

The detailed plan is appended to this paper. There are 4 themes contained within the plan which detail the improvements required:

Quality and Effectiveness of Social Work Practice  
Capacity and Capability of the Workforce  
Improved commissioning  
Service and Financial Performance and Accountability

The plan also contains within it a financial model, risks, mitigations and measures which will enable robust tracking of whether the plan is delivering the outcomes required. The key actions from this transformation plan will form the core of an updated Service Improvement Plan for 2016/17. The plan will also need to be flexible and contain within it a dynamic model which allows service and financial performance to be monitored robustly and challenged.

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

The Children and Young People's Select Committee is responsible for monitoring the performance of services provided to children and young people in Monmouthshire.

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

Children Social Services in Monmouthshire County Council have been focussed on improving practice and performance for a number of years. Considerable progress has been made, particularly in improving performance against priority performance indicators and addressing the recommendations of the CSSIW review of children's social services which was undertaken in November 2014.

It is critical that the improvements made are: embedded sustainably in practice and commissioning; are delivered by a permanent children's services workforce which is confident in practice who can access a range of evidence based support options which can achieve the best possible outcomes for children and young people; and are delivered within the budget for the service set by the Council.

Since April 2015, numbers of looked after children have risen and the service is operating with a significant agency workforce due to a combination of vacancies and absence. These are the predominant reasons for net projected overspend in 2015/16 month 6 of £986K (adjusted for £115K reserve funding). The absolute priority is a robust medium term (3 year) service and financial plan which is based on informed analysis, projections of need and evidence of what works. Delivery of the plan needs to be driven by social work practice which is modern, evidence based, underpinned by a principle of intervening at the earliest opportunity and agreeing outcomes which with children, young people.

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



The impacts from this report's recommendations will be reviewed quarterly. Criteria for monitoring and review will include performance against national and local performance indicators, the experience of children, young people and families, the number of looked after children, children on the child protection register and children in need and financial performance.

**7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS**

This service and financial plan has been developed to ensure that children's social services in Monmouthshire continue to provide the highest standards of practice in safeguarding children.

**8. CONSULTEES:**

Senior Leadership Team

**9. BACKGROUND PAPERS:**

None

**10. AUTHOR:**

Claire Marchant – Chief Officer, Social Care and Health

**11. CONTACT DETAILS:**

Tel: 01633 644487

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

**CHILDREN'S SOCIAL SERVICES**

**SERVICE AND FINANCIAL PLAN**

**2016-2019**



## **Introduction**

This Service and Financial Plan has been created to set out the steps that will be taken to bring about culture and practice of continuous improvement in service and financial performance of Children and Young People Services in Monmouthshire.

The Plan forms part of a wider transformation programme of Social Care and Health within Monmouthshire which is underpinned by the changing legislative basis for social services in Wales contained within the Social Services (Wales) Act 2014 which needs to be implemented by April 2016. The plans needs to be considered within the context of improvements to the wider systems that support the protection and wellbeing of children who need intervention from social services.

## **Governance**

Improving the performance of its children and young people social services function is a high priority for the Council.

To ensure that the improvement work is effectively led and delivered, the Senior Leadership Team will provide regular oversight, challenge and direction. Children Services Improvement will be a standard agenda item at each Senior Leadership Team meeting.

Improving outcomes for children and families is also a partnership priority and it is critical that senior partners from the NHS, police, housing, education and third sector are fully involved in the next phase of improvement. It is proposed that the Programme Board performs that function, reporting to the Local Service Board.

Targeted, short term, external support from experienced, independent professionals will be procured to support this improvement work as necessary, building on the progress already made within the service and the benefits realised from the external review of safeguarding.

The Senior Leadership Team will use this development plan as its route map and this will be supplemented by a performance framework which will allow progress to be tracked. This will include information from a set of performance indicators, workforce trackers, financial monitoring and supported by a range of quality audits which will enable the voice of the children, young people and families to be

captured. On a monthly basis, the Senior Leadership Team will receive highlight reports on the previous month's performance as well as progress on the development plan. Quarterly, or more frequently if necessary, the Senior Leadership Team will review progress in greater detail.

Reports on progress against the Plan will be regularly brought to the Children, Young People Select Committee, Cabinet and Council as appropriate.

## **Background**

Children's Social Services in Monmouthshire have made significant progress in improving practice and performance over the last 2 years particularly. This resulted in significant improvement in national performance indicators for 2014/ 2015 which, most importantly, were indicative of improved outcomes for children, young people and families. The service has responded positively to the CSSIW inspection of November 2014 which found no widespread or serious failings but noted the need to embed and sustain the work that had commenced to improve practice in children's services. In the most recent evaluation of performance published in October 2015, the Inspectorate note 'Progress has been made in a number of areas to date. In particular the council has made improvements around statutory visits to looked after children and the timeliness of reviews for children in need as well as recruitment to permanent posts. However, there is still a journey of improvement that children's services will need to continue over the next year'.

It is in recognition of the stage of the improvement journey in which Children's Services, and the need to ensure that improvements in outcomes and performance are built upon, and that the workforce and budget of children's services are put on a sustainable footing going forward, that this plan has been developed.

## **Current Position**

There has been a significant increase in the number of looked after children in Monmouthshire in the last year. At the end of the second quarter of 2015/16, there were 121 looked after children, compared with 100 in November 2014. The service is also operating with high numbers of agency workers,. There has also been some deterioration in performance against prioritised performance indicators in the same period. The pressures in the external placement budget and the workforce budget (as a consequence of agency usage), have resulted in a net projected overspend in 2015/16 of £986K (adjusted for £115K reserve funding).

The improvement work continues to take place against a backdrop of extremely challenging financial settlements for local government in. It is also the case that pressures on families are increasing at this time, with incomes squeezed as a consequence of the economic climate. It is therefore critical to the Council that this is a medium term service and financial plan which is based on informed analysis and projections of need and evidence of what works. In a nutshell, it is critical that the children's service is put on a sustainable footing.

Experience of successful transformation from elsewhere, and from the experience of adult services in Monmouthshire County Council, is that progressive practice, by a stable workforce is the key to keeping children safe, improving outcomes for children and young people and achieving financial balance.

A clear and simple plan is needed to unite everyone around what needs to be done and to get everyone pulling in the same direction. This is the right cultural conditions for recovery. This relies upon strong, resilient leadership from Members, senior leaders and service management. Potential obstacles to recovery need to be overcome collegially and quickly, like prompt production of clear financial and performance data and management of the personnel issues

## **Purpose**

The purpose of children's services in Monmouthshire is:

- Working alongside people to enable them to live their own lives
- Enable families and communities to keep children and young people safe and to reach their full potential.

## **OPERATING PRINCIPLES:**

- We will work in **partnership** to facilitate solutions, building meaningful rapport/relationships with family's individuals and partners.
- We will know/be clear about the people who we will support in a **timely** manner.
- We will have a plan of how we will support people to develop a 'whole life' plan, and have a method to track progress and **communicate** effectively.(including commissioning)
- We will take an **outcome focused** approach to future planning (long terms and short term) with families and individuals to meet their own aspirations and goals.

- We will involve the **right people** at the right time to help people in crisis and take and will take responsibility for the appropriate pace and continuity of our on- going intervention.
- We will have **honest and transparent** conversations with **all** people.
- We will work with and **respect** other colleagues and challenge systems to ensure best practice and service delivery.
- We will use 'Check' to reflect **learn** and develop on our practice and decisions.
- Everything we record will be **purposeful** and proportionate.
- We will **value and respect our staff** and trust their judgement; and promote wellbeing in the workforce.
- Our IT system will work for us.
- We will work **creatively** and equitably within **all** resources available.
- We will improve **commissioning** to deliver of a range of evidence based services which will make a difference in the lives of children and young people
- We will **redirect resources** to reduce the need for children to come into care and to remain safely within their families through **early intervention** ensure that effective help is provided quickly, thus reducing the need for statutory intervention is reduced
- We will **manage resources** effectively to ensure that the children's service, whilst always putting the safeguarding and well-being of children and young people first, is able to do so in an agreed resource envelope
- We will **develop our workforce** to ensure a permanent workforce with the right skills to do the job in the right way.

## Values

Work in children' social services will always be rooted in the values of the social work profession and the United Nations convention on the rights of a child:

- To hear and listen to the voice of the child or young person in everything that we do
- Respect for the inherent worth and dignity of all people
- Promoting social justice
- Acting with integrity
- Ensuring our children are safe
- Treating all people with respect, compassion, empathy and care

- Ensure the staff are respected and involved
- Ensuring the proper stewardship of scarce public resources

## **Overarching Aims**

At the outset it is important to articulate what we are expecting to achieve. The following quality statements illustrate the types of outcomes and experiences we are striving to provide.

- Children, young people and their families receive help and support to optimise their well – being and reach their potential at every stage. To ensure they get the best start in life and enjoy positive, rewarding experiences growing up in safety, protected from abuse or harm at home, at school and in the community.
- Children, young people and their families benefit from effective support as soon as needs arise. Get help early and frequently enough, at times, in places and in ways that meet their needs. In particular, those children and parents who are most vulnerable get help from staff who are able to reach out to them and facilitate the support they require for as long as it is needed. Support will be provided by Staff that have the necessary skills and are clear about their roles and responsibilities.
- Children, young people and their families feel valued and engaged as important contributors supported to work with services and as a consequence have positive experiences of the system. As a result children have confidence that they will be protected promptly and effectively when there are concerns about their safety or well-being.
- At all times staff listen carefully to children and have a thorough understanding of their views, wishes, and expectations and, accurately record what they say. Children are supported to make a contribution to their assessments to support sound and timely decisions about their lives.
- Children are not left to “drift” in the system. Review and decision making meetings take place regularly and at required intervals with sufficient independent challenge to drive progress forwards within timescales. Looked After Children experience nurturing and stable environments within local communities which support them to reach full potential.

## **Improvement Approach**

Although improvements across all performance areas has been a service aim; particular focus has been, and will continue to be made on the following 4 national performance indicators/measures:



- Increasing the percentage of looked after children reviews carried out within statutory timescales
- Increasing the percentage of children in need reviews carried out within statutory timescales
- The percentage of initial assessments that were completed during the year where there is evidence that the child has been seen by the Social Worker
- The percentage of eligible, relevant and former relevant children that have pathway plans as required

**Appendix 1** provides a breakdown of comparative performance in the 5 national performance indicators/measures, between the period's 2013/14 and 2014/15 and quarter 1 and quarter 2 of 2015/16 respectively as well as the locally determined indicators for these areas.

**Children's Services will continue to concentrate upon doing the basics well, prioritising the areas identified by the inspectors, under four themes:**

- Quality and Effectiveness of Social Work Practice
- Capacity and Capability of the Workforce
- Improved commissioning
- Service and Financial Performance and Accountability

### **Theme 1 - Quality and Effectiveness of Social Work Practice**

A relentless focus to improving practice is the key to success in children's services. A common understanding of 'what good practice looks like' and alignment of all systems to reinforce the primacy of this is critical. We will deliver safe, effective, high quality social work practice by:

- A diagnostic by a recognised expert in children's services to provide a robust assessment of the baseline position, particularly in managing the front door, thresholds and decision making. This needs to encompass a review of preventative alternatives as well as statutory thresholds;
- A training programme which ensures a common understanding of quality practice for every social worker;
- Implementation of outcomes training in all social work teams in preparation
- Ensuring there are agreed, functioning and consistent systems within all social work teams;
- Continuous improvement of the consistency and quality of decision making;
- Continuous improvement of the quality and consistency of assessments and care plans taking appropriate account of, and appropriately managing, risks, case recording including recording the views of children and key professionals;
- Ensuring looked after children and young people receive appropriate levels of support through effective multi-agency intervention which is responsive to their needs and ensures that no drift occurs in the care planning process;

- Ensuring that there is an appropriate performance management system in place at team level including a quality assurance process which ensures continuous improvement in practice
- Ensuring frontline managers are equipped to deliver effective supervision, management oversight, support and leadership to front line staff .

## **Theme 2 – Capacity and Capability of the Workforce**

Delivering a comprehensive approach to workforce development to children’s services in Monmouthshire which delivers the following:

- Recruitment & Selection – we need to increase the speed of advertising for vacant posts, interviewing of successfully applicants and the ensuring safe recruitment process are concluded in a timely way;
- Management and Leadership programme to be implemented;
- Maximise attendance through effective management of sickness and other absences;
- Effective use of HR capacity and embedding people management skills with clarity of role between HR and service managers;
- Review existing staffing structure including a support framework for newly qualified social workers;
- Skills and capabilities assessment at an individual and team level linked to an appropriate training programme to create the culture and practice for change we are looking at models for this currently;
- Build on and progress to next stage in the cultural change/ OD programme;
- Explore the use of a case load supply and demand toolkit for social worker case load management.

## **Theme 3 – Improved Commissioning – Realigning Resources to effectively meet demand**

For families that are showing signs of distress access to appropriate support at the earliest opportunity is critical. In areas where preventative services are successful, they can prevent them reaching a point where it is necessary for children’s social services to intervene. Initial analysis shows that investment in early intervention and prevention is commissioned from a number of different funding sources without a single commissioning plan which focusses funding (regardless of source) on the interventions where there is evidence that the maximum impact is delivered. A commissioning review and coherent set of robust and supportive services is urgently required to ensure that young people and children have the best start possible in their lives.

We will commission effective, high quality for children and families services by:

- Undertaking a baseline assessment of the availability and effectiveness of services available, to understand potential duplication, gaps and where evidence supports it, realigning resources with key pressure points;
- Young people and families are fully involved in co-producing the right services;
- Implementing a common access point for early intervention and prevention services to ensure everyone receives the right service for them;
- Establishing a common approach to commissioning in Social Care and Health, ensuring that children services can build on the skills and capacity in adult services
- Reviewing the effectiveness of the 4 Cs commissioning process;
- Reviewing assessment and commissioning of residential placements to ensure packages are 'right size' and 'right price' and that contributions from partners reflect assessed need;
- Work collaboratively with partners to identify the right range of accommodation and support options are available to ensure that young people are accommodated closer to home where appropriate;
- Ensuring there is a robust approach to realising the benefits from current business cases to increase the number of special guardianship orders and increase in in-house foster services What do you mean by 'realising the benefits from the current business case'.

#### **Theme 4 – Service and Financial Performance and Accountability**

Effective recording and reporting of our management information is essential in helping us to know whether or not we are making a positive difference to the lives of the children, young people and families. The new IT system for children's services provides opportunities to design meaningful local performance measures and report. Performance priorities are:

- A focus at every level on the prioritised performance indicators;
- Robust approach to tracking and evaluating the realisation of the benefits from the approved business cases;
- Full implementation of structured approach to audit and quality assurance of practice;
- Development of reports through PLANT to support operational management and continuous improvement;
- Implementing systems which support the new statutory performance indicators from April 2016 as a consequence of the Social Services and Well-being (Wales) Act;
- A single review of business support roles and responsibilities to support operational teams in Social Care and Health;
- Continuing to develop and embed the culture and systems of financial control within the children's service.

#### **FINANCIAL PROJECTIONS**

A 3 year financial model for Children's Services has been developed. This is set out in **table 1** below. This model is based on a projected net increase in looked after children numbers of 12 over the next three years to 133. It is also based on: a reduction in agency workforce to the safe minimum (downscaling by

60% from the current projections), and an assumption that the benefits of the business cases approved by Cabinet in May 2015 will be fully realised to the anticipated timescales.

The resources and investment needed to realise these improvements have been identified and included in the Council's Medium Term Financial Plan and Capital Programme. Where appropriate, the work is also reflected in the allocations of other budgets or grant funding arrangements.

There are a number of significant risks to delivery set out below:

**Financial Pressure** - There is a risk that the reduction in looked after children predicted in the model underpinning the Plan will be delayed or not delivered and consequently a greater net increase and base budget pressure. The actions to improve practice and commissioning set out in this paper have been developed with the intention of providing the culture and practice for a safe reduction in looked after children.

**Workforce Capacity** – There is a risk that the improvements to practice will be delayed as a consequence of continued challenges in recruiting and developing sufficient numbers of social workers with the skills needed to respond to need/demand. The actions within the developing workforce plan for children's services mitigate this risk.

**Service Capacity** – This plan is predicated on a strategy of early intervention and prevention which requires a review of current investments from core budgets and funded through specific grants. There is a risk that reductions in specific grants and difficulties in decommissioning existing services, will mean the full spectrum of early intervention and prevention services cannot be commissioned to create safe alternatives in the timescale.

**Capacity to deliver the Service and Financial Plan** – There is limited capacity available within children's social services, across Social Care and Health and within the Council to deliver this plan within the timescales necessary. It is critical that priority is given to this area of work given the implications financially and service terms of not doing so. Reporting to Senior Leadership Team is critical to unblocking any blockages to progressing this work at the pace needed.

Children Services Projection (2015/16 - 2018-19)		
	£m	Notes
<b>Yr 1 - 2015/16</b>		
Forecasted Overspend (M6)	1.18	121 LAC
<b>Yr 2 - 2016/17</b>		
Forecasted Overspend b/f from 2015/16	1.18	
Projected Cost of Existing 121 LAC to Reflect Best /Worst Cases	0.00	
Projected Cost of 1 Additional LAC	0.02	
Net cost saving of 60% reduction in use of Agency staff	(0.20)	
Forecasted Over/(Under)Spend excluding Business Cases	1.00	122 LAC
<i>Cost Avoidance / Cost Saving re Business Cases re 2016/17</i>	(0.02)	
Forecasted Over/(Under)Spend including Business Cases	0.98	
<b>Yr 3 - 2017/18</b>		
Forecasted Over/(Under)Spend excluding Business Cases b/fwd from 2016/17	1.00	
Projected Cost of 5 additional LAC	0.32	
Forecasted Over/(Under)Spend excluding Business Cases	1.32	127 LAC
<i>Cost Avoidance / Cost Saving re Business Cases 2016/17</i>	(0.02)	
<i>Cost Avoidance / Cost Saving re Business Cases 2017/18</i>	(0.18)	
Forecasted Over/(Under)Spend including Business Cases	1.12	
<b>Yr 4 - 2018/19</b>		
Forecasted Over/(Under)Spend excluding Business Cases b/fwd from 2017/18	1.32	
Projected Cost of 6 additional LAC	0.34	
Forecasted Over/(Under)Spend excluding Business Cases	1.66	133 LAC
<i>Cost Avoidance / Cost Saving re Business Cases 2016/17</i>	(0.02)	
<i>Cost Avoidance / Cost Saving re Business Cases 2017/18</i>	(0.18)	
<i>Cost Avoidance / Cost Saving re Business Cases 2018/19</i>	(0.44)	
Forecasted Over/(Under)Spend including Business Cases	1.01	

**Table 1**

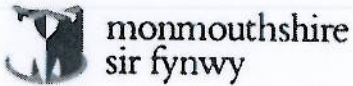
This 3 year financial model realigns the base line budget for 2016/17 by £1million. Between 2017/18 and 2018/19 the business case benefits can offset the predicted increase in LAC numbers. This is the realistic scenario.

### Delivery strategies and action plans

In taking forward this work, four delivery strategies and action plans need to be developed:

- A workforce strategy and a workforce development plan that addresses the particular needs of the children and young people service workforce – **Lead: Peter Davies**

- Practice Improvement and Quality Assurance Strategy and Practice Standards - This framework and standards will ensure that as well as establishing effective strategic and operational management information to support decision making and the scrutiny of performance. There will be regular, systematic reporting of the quality of work undertaken directly by the service ensuring that outcomes and experiences of children and young people are driving the improvement efforts – **Lead: Tracy Jelfs**
- A Commissioning Framework for Children and Young People’s Services which will articulate the quantum and range of services to provide effective, evidence based range of options for people: **Lead Claire Marchant**
- A Communications and Engagement Strategy which ensures that communication and engagement activities are consistent and timely and that all stakeholders receive information and engage with the programme in the formats which are most appropriate for them – **Lead: Tracy Jelfs**



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

**MEETING AND DATE OF MEETING:** Cabinet – 2nd December 2015  
**TITLE OF REPORT:** Abergavenny Town Centre Loan Application  
**AUTHOR:** Stephen Griffiths

I have considered grounds for exemption of information contained in the report referred to above and make the following recommendation to the Proper Officer:-

### EXEMPTIONS APPLYING TO THE REPORT:

- Information relating to a particular individual as described in (Paragraph 12)
- Information which is likely to reveal the identity of an individual (Paragraph 13).
- Information relating to the financial or business affairs of any particular person (including the authority holding that information) (Paragraph 14).

### FACTORS IN FAVOUR OF DISCLOSURE:

Openness & transparency in matters concerned with the public purse

### PREJUDICE WHICH WOULD RESULT IF THE INFORMATION WERE DISCLOSED:

Disclosure of financial information

### MY VIEW ON THE PUBLIC INTEREST TEST IS AS FOLLOWS:

Factors in favour of disclosure are outweighed by those against

### RECOMMENDED DECISION ON EXEMPTION FROM DISCLOSURE:

Date: 17<sup>th</sup> November 2015

Signed: Stephen Griffiths

Post: Housing Strategy & Policy Officer

I accept the recommendation made above

Proper Officer:

Gemei

Date:

15/11/15

This page is intentionally left blank



By virtue of paragraph(s) 2 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

<b>SUBJECT:</b>	<b>WELSH CHURCH FUND WORKING GROUP</b>
<b>MEETING:</b>	<b>Cabinet</b>
<b>DATE:</b>	<b>06<sup>th</sup> January 2016</b>
<b>DIVISIONS/WARD AFFECTED:</b>	<b>All</b>

## 1. PURPOSE:

- 1.1 The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications for the Welsh Church Fund Working Group meeting 3 of the 2015/16 financial year held on the 19<sup>th</sup> November 2015

## 2. RECOMMENDATION:

- 2.1 We resolved that the following grants be awarded to:

### SCHEDULE OF APPLICATIONS 2015/16 – MEETING 3.

- (1) Jonathon Griffiths requested £500 to assist in the undertaking of doctoral studies in the Classics at Heidelberg

Recommendation – £500 was awarded to assist in facilitating outstanding educational achievement.

- (2) Amelia Seren Roberts requested £500 to assist in completing a Fine Arts Masters degree at Cardiff University.

Recommendation - £500 awarded to assist in facilitating outstanding educational achievement.

- (3) Sarah Bray requested £500 to assist in completing a Management Marketing Masters at Swansea University.

Recommendation - £500 awarded to assist in facilitating outstanding educational achievement.

- (4) Pandy Hall Management Committee requested £1,000 towards the cost of providing community playground equipment for Pandy Village Hall.

Recommendation - £1,000 was awarded to assist in the provision of community playground equipment where no facility currently exists.

- (5) Hereford MS Therapy Centre requested £500 to assist in the provision of MS therapy treatments for residents of Monmouthshire that are treated in Herefordshire.

Recommendation - £500 was awarded for assisting in providing therapeutic treatments to verified residents of Monmouthshire.

- (6) Rockfield Parochial Church Council requested £1,000 to assist in the replacement of pathways within the church grounds to assist in the access / egress of disabled persons and improvement of a public right of way

Recommendation – £1,000 was awarded to upgrade pathways for both disabled and general public ease of use.

- (7) Caldicot Methodist Church requested £1,000 to help install anti-bird roosting measures and repair damage to the church already caused by bird fouling.

Recommendation – This application was deferred for further information in regard to Caldicot Town Councils remedial action in regard to the general bird fouling for all residents and businesses of Caldicot town Centre

- (8) Raglan Village Hall and Recreation Association (RHVA) require £575 to assist in running a community engagement exercise to assess the needs of the community in the development of the Raglan Community Hub.

Recommendation – an award of £575 was made to assist in the running of the community engagement exercise to establish the priorities and needs of this newly established community self-help group.

## 2.2 KEY ISSUES

The nature of the request in each case is set out in the attached schedule.

## 3. REASONS

A meeting took place on Thursday, 19<sup>th</sup> November 2015 of the Welsh Church Fund Cabinet Working Group to recommend the payment of grants as detailed in the attached schedule and to confirm administrative procedures for the financial year 2015/16.

County Councillors in attendance:

County Councillor B. Strong (Chairman)  
County Councillor A.E. Webb  
County Councillor D. Evans

OFFICERS IN ATTENDANCE:

D. Jarrett      Central Finance Officer  
P. Harris      Democratic Services Officer

### 3.1 DECLARATIONS OF INTEREST

It was agreed that declarations of interest would be made under the relevant item.

### 3.2 APOLOGIES FOR ABSENCE

County Councillor D Edwards.

### 3.3 CONFIRMATION OF MINUTES

The minutes of the meeting of the Welsh Church Fund Working Group held on Thursday 24<sup>th</sup> September 2015 were confirmed as an accurate record and signed by the Chairman.

## 4. RESOURCE IMPLICATIONS

A total of £4,575 was allocated at meeting 3 of the Welsh Church Fund Committee, Thus, the remaining budget for 2015/16 financial year is £16,259.

## 5. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

There are no equality or sustainable development implications directly arising from this report. The assessment is contained in the attached appendix.

## 6. CONSULTEES:

Senior Leadership Team  
All Cabinet Members  
Head of Legal Services  
Head of Finance  
Central Management Accountant

## 7. BACKGROUND PAPERS:

Welsh Church Fund Schedule of Applications 2015/16 – Meeting 3 (Appendix 2)

## 8. AUTHOR:

David Jarrett – Senior Accountant – Central Finance Business Support

## 9. CONTACT DETAILS

Tel. 01633 644657  
e-mail: [daveJarrett@monmouthshire.gov.uk](mailto:daveJarrett@monmouthshire.gov.uk)

This page is intentionally left blank



<p><b>Name of the Officer</b> D Jarrett <b>Phone no: 4657</b> <b>E-mail: davejarrett@monmouthshire.gov.uk</b></p>	<p><b>Please give a brief description of the aims of the proposal</b> To assess the Grant Allocation Processes of the Welsh Church Fund for the meeting of the Welsh Church Fund Working Group on the 19<sup>th</sup> November 2015.</p>
<p><b>Name of Service</b> Finance</p>	<p><b>Date Future Generations Evaluation</b> 19<sup>th</sup> November 2015</p>


Page 7 of 13

**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.





<b>Well Being Goal</b>	<b>How does the proposal contribute to this goal? (positive and negative)</b>	<b>What actions have been / will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<p><b>A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Facilitating the education of prospective contributors to the Welsh economy</p>	
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>No impact</p>	
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive in regard to easing the mental health of the funded recipients</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?
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Positive in relation to connecting the community and its constituents	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Positive in relation to social well-being	
<b>A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Positive in relation to the promotion of culture in the nature of certain applications	
<b>A more equal Wales</b> People can fulfill their potential no matter what their background or circumstances	Positive in regard to expanding the knowledge and skills of applicants	

**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?
 Balancing short term need with long term and planning for the future	Not applicable to Welsh Church Fund Trust	



Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p><b>Collaboration</b> Working together with other partners to deliver objectives</p>	Not applicable to Welsh Church Fund Trust	
 <p><b>Involvement</b> Involving those with an interest and seeking their views</p>	Not applicable to Welsh Church Fund Trust	
 <p><b>Prevention</b> Putting resources into preventing problems occurring or getting worse</p>	Not applicable to Welsh Church Fund Trust	
 <p><b>Integration</b> Positively impacting on people, economy and environment and trying to benefit all three</p>	Not applicable to Welsh Church Fund Trust	

**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.

<b>Protected Characteristics</b>	<b>Describe any positive impacts your proposal has on the protected characteristic</b>	<b>Describe any negative impacts your proposal has on the protected characteristic</b>	<b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b>
Age	Positive impact in helping to achieve a recreational provision for young children that would not otherwise have existed	No impact	
Disability	Funded awarded to facilitate and relieve emotional and financial pressures encountered by applicant groups and provide provision for disabled access	None	
Gender reassignment	No impact	No impact	
Marriage or civil partnership	No impact	No Impact	
Race	No impact	No Impact	
Religion or Belief	Grants awarded will have a sustainability impact and cultural impact in regard to the infrastructure of the assisted applicants	None	
Sex	No impact	No impact	
Sexual Orientation	No impact	No Impact	
Welsh Language	No impact on Welsh Language	No impact on Welsh Language	

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

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

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

The evidence and data used for the assessment of each applicant to the Welsh Church Fund is supplied by the applicant upon submission of their application. The data and information supplied or subsequently requested is used to form the basis of the Committees' decision on whether to award a qualifying grant.

**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 grant aid supports and highlights the positive effect that decisions the Welsh Church Fund Working Group have on the applicants funding requests from Voluntary Organisations, Local Community Groups, Individuals and Religious Establishments. All awards are made in the belief that the funding is utilised for sustainable projects and cultural activities that benefit individuals, organisations, communities and their associated assets. All grants are awarded within the Charitable Guidelines of the Trust

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

Page 748

What are you going to do	When are you going to do it?	Who is responsible	Progress
Award grants	January 2016	Welsh Church Fund	On target

**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.**

<b>The impacts of this proposal will be evaluated on:</b>	The Payment of grants awarded to the successful applicants
---	--

**WELSH CHURCH FUND - APPLICATIONS 2015/16**  
**MEETING 3 - 19th November 2015**

<b>ORGANISATION</b>	<b>ELECTORAL DIVISION</b>	<b>Signed by Councillor</b>	<b>REQUEST</b>	<b>DECISION</b>	<b>NATURE OF REQUEST</b>	<b>APPROX COST</b>	<b>DATE Received</b>	<b>D of I*</b>	<b>Comments</b>
			£	£		£			
<b>NEW APPLICATIONS AWAITING DECISION</b>									
1 Jonathan Griffiths	Llanbadoc	V.E.Smith	£500	£500	Assistance in undertaking a short-term studies course as a doctoral student ('Kurzzeitsudium') in Classics at the university of Heidelberg for Winter / Summer semester's of 2015-16	£6,754	26/09/15	No	Fees for course £681.89 to 754.37, Living cost approx £6,000. The course will advance the applicants academic development after undertaking two previous degrees at Oxford
2 Amelia Seren Roberts	Goytre Fawr	Bryan jones	£500	£500	Assistance in completing a Masters of Fine Arts at Cardiff Metropolitan University	£6,550	26/09/15	No	Approached the University Scholarship and Roger Edwards Memorial trust for funding but rejected on Postcode. Awaiting decision from Vegetarian Society. This is a 1 year course that the applicant intends to fund from commission sales , fund raising and part -time work
3 Sarah Bray	Dewstow	Anthony Easson	£500	£500	Assistance in tuition fees and living expenses whilst studying a post-graduate MSc Management Marketing course at Swansea University following a BA in English Literature and French	£14,200	26/09/15	No	The applicant has applied for a number of grants with University Scholarships, The Cwmbran trust, NASUWT, 2 Study Foundation and waiting to hear at date of application. The applicant has decided to pursue a career in marketing after working within that sector during the summer
4 Pandy Hall Management Committee	Crucorney	David Jones	£1,000	£1,000	Help in the provision of a play area near the village hall in Pandy that can be used socially and by the children of Pandy School	£10,080	20/10/15	No	There have never been any facilities for children in Pandy. The Pandy Hall Management Committee will ensure he sustainability through careful financial and physical monitoring of the playground scheme through inception and beyond delivery into operation.
5 Hereford MS Therapy Centre	Grofield	Douglas Edwards	£500	£500	Financing required to assist in the provision of MS therapy to 3 Monmouthshire residents that attend the clinic	£500	24/10/15	Yes	The Centre offers a mixture of mainstream and complimentary therapies including Oxygen Therapy, Physiotherapy, Reflexology, Yoga, Dietary and Counselling Services.
6 Rockfield Parochial Church Council	Llantillo Crossenny	Ruth . M. Edwards	£1,000	£1,000	Assitance in replacing a gravel footway with a tarmacred footpath to enable better wheelchair and disabled access	£2,856	05/11/15	No	One of the two main paths to be resurfaced is also used as a general public right of way through the churchyard.
7 Caldicot Methodist Church	Severn	R.J. Higginson	£1,000	defer	Funding assistance required to implement anti- bird roosting measures and repair the church due to a pigeon / gull fouling. Discussed at town council	£2,161	10/11/15	No	The church is used by the wider community and by those that attend the open market weekly so any improvement in the appearance with the removal of bird fouling will improve both the H&S aspects as well improve the adjacent public areas
<b>Late Application</b>									
8 Raglan Village Hall & recreation Association (RHVA)	Raglan	Penny Jones	£575	£575	Assist in the funding of a Community Engagement exercise to assess the needs of the community in regards to the development of the Raglan Community Hub. Subject to response on ring fenced 30k	£4,575	17/11/15	No	The RHVA is a registered charity whose aim is to improve the availability, quality and use of community facilities in Raglan. The group is made up of residents of Raglan and surrounding community groups.
<b>Deferred Applications</b>									
<b>SUB TOTAL Meeting 3</b>									
			<b>£5,575</b>	<b>£4,575</b>					
<b>Meeting 1 Award</b>									
<b>Meeting 2 Award</b>									
<b>Meeting 3 Award</b>									
<b>Meeting 4 Award</b>									
				5,250					
				5,600					
				4,575					
				0					
<b>TOTAL AWARDED FOR 2015/16 TO DATE</b>					15,425				
<b>BUDGET 2015/16</b>					<b>25,109</b>				
<b>BALANCE B/F TO 2015/16</b>					<b>£6,576</b>				
<b>Monmouthshire's Allocation for 2015/16</b>					<b>£31,684</b>				
<b>REMAINING BALANCE</b>			<b>£16,259</b>	<b>£11,684</b>					

This page is intentionally left blank