

# Public Document Pack



Neuadd y Sir  
Y Rhadyr  
Brynbuga  
NP15 1GA

County Hall  
Rhadyr  
Usk  
NP15 1GA

Tuesday, 20 February 2018

Dear Councillor

## CABINET

You are requested to attend a **Cabinet** meeting to be held at **Conference Room - County Hall, Usk** on **Wednesday, 28th February, 2018, at 2.00 pm.**

## AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. To consider the following reports (Copies attached):
  - i. **Revenue and Capital Budget 2018/19- Final proposals following public consultation** 1 - 334  
Wards/Divisions Affected: All

Purpose: To update Cabinet with the consultation responses to the budget proposals issued by them on the 22<sup>nd</sup> November in respect of the Capital and Revenue budgets.

To update members with implications arising from the Final Settlement announcement of the Welsh Government.

To make recommendations to Council on the Capital and Revenue budgets and level of Council Tax for 2018/19.

To receive the Responsible Financial Officer's Prudential Indicator calculations for capital financing.

To receive the statutory report of the Responsible Financial Officer on the budget process and the adequacy of reserves.

Author: Mark Howcroft – Acting Head of Finance

Contact Details: markhowcroft@monmouthshire.gov.uk

- ii. **Borough Theatre, Abergavenny** 335 -  
Division/Wards Affected: All 350

Purpose: To seek Cabinet approval to accept the surrender of the lease

between Monmouthshire County Council and the Borough Theatre Trust dated October 2013 which transferred a leasehold interest of Abergavenny Theatre to the newly formed Borough Theatre Trust. In so doing, to recognise that the Management Agreement entered into by both parties is brought to an end and that Abergavenny Theatre will return to the ownership and control of Monmouthshire County Council. The Borough Theatre Trust is in agreement with this course of action and will cease to operate and seek to de-register itself on conclusion of this hand-over.

The Council will review all operations of Abergavenny Theatre in the following six months and bring forward an options appraisal as a subsequent report to Cabinet for the medium term future of the Theatre. No options will be brought forward for consideration that exceed resources available within the approved Medium Term Financial Plan.

Author: Kellie Beirne, Deputy Chief Executive

Contact Details: [kelliebeirne@monmouthshire.gov.uk](mailto:kelliebeirne@monmouthshire.gov.uk)

Yours sincerely,

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

### CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Partnership and External Working	Ward
P.A. Fox (Leader)	<b>Whole Authority Strategy &amp; Direction</b> CCR Joint Cabinet & Regional Development; Organisation overview; Regional working; Government relations; Public Service Board; WLGA	WLGA Council WLGA Coordinating Board Public Service Board	Portskewett
R.J.W. Greenland (Deputy Leader)	<b>Enterprise</b> Land use planning; Economic development; Tourism; Development control; Building control; Housing & homeless; Leisure; Youth; Adult education; Outdoor education; Community Hubs; Cultural services	WLGA Council Capital Region Tourism	Devauden
P. Jordan	<b>Governance</b> Council & Executive decision support; Scrutiny; Regulatory Committee standards; Community governance; Member support; Elections; Democracy promotion & engagement; Law; Ethics & standards; Whole Authority performance; Whole Authority service planning & evaluation; Regulatory body liaison		Cantref
R. John	<b>Children &amp; Young People</b> School standards; School improvement; School governance; EAS overview; Early years; Additional Learning Needs; Inclusion; Extended curriculum; Admissions; Catchment areas; Post 16 offer; Coleg Gwent liaison.	Joint Education Group (EAS) WJEC	Mitchel Troy
P. Jones	<b>Social Care, Safeguarding &amp; Health</b> Children; Adult; Fostering & adoption; Youth offending service; Supporting people; Whole Authority safeguarding (children & adults); Disabilities; Mental Health; Health liaison.		Raglan
P. Murphy	<b>Resources</b> Finance; Information technology (SRS); Human Resources; Training; Health & Safety; Emergency planning; Procurement; Audit; land & buildings (inc. Estate, Cemeteries, Allotments, Farms); Property maintenance; Digital office; Commercial office	Prosiect Gwrydd Wales Purchasing Consortium	Caerwent

S.B. Jones	<b>County Operations</b> Highways maintenance, Transport, Traffic & Network Management, Fleet management; Waste including recycling, Public conveniences; Car parks; Parks & open spaces; Cleansing; Countryside; Landscapes & biodiversity; Flood Risk.	SEWTA Prosiect Gwyrdd	Goytre Fawr
S. Jones	<b>Social Justice &amp; Community Development</b> Community engagement; Deprivation & Isolation; Community safety; Social cohesion; Poverty; Equalities; Diversity; Welsh language; Public relations; Trading standards; Environmental health; Licensing; Communications		Llanover

# Aims and Values of Monmouthshire County Council

## Our purpose

Building Sustainable and Resilient Communities

### Objectives we are working towards

- Giving people the best possible start in life
- A thriving and connected county
- Maximise the Potential of the natural and built environment
- Lifelong well-being
- A future focused council

## Our Values

**Openness.** We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we'll say so; if it will take a while to get the answer we'll explain why; if we can't answer immediately we'll try to connect you to the people who can help – building trust and engagement is a key foundation.

**Fairness.** We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.

**Flexibility.** We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

**Teamwork.** We will work with you and our partners to support and inspire everyone to get involved so we can achieve great things together. We don't see ourselves as the 'fixers' or problem-solvers, but we will make the best of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.

This page is intentionally left blank



## REPORT

**SUBJECT:** Revenue and Capital Budget 2018/19– Final proposals following public consultation  
**MEETING:** Cabinet  
**DATE:** 28<sup>th</sup> February 2018  
**DIVISION/WARDS AFFECTED:** ALL

### 1. PURPOSE:

- 1.1 To update Cabinet with the consultation responses to the budget proposals issued by them on the 22<sup>nd</sup> November in respect of the Capital and Revenue budgets.
- 1.2 To update members with implications arising from the Final 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 2018/19.
- 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 2018/19 revenue budget as attached in **Appendix I**.
  - The 2018/19 to 2021/22 capital programme as attached in **Appendix J1**.
- 2.2 Cabinet endorses a forward recommendation to Council to changes in the capital programme highlighted in para 3.17 below, and specifically to allow a contribution of £1.487m to be paid from existing capital programme before the end of 2017-18.
- 2.3 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 and to apply for County purposes in 2018/19
- 2.4 That Cabinet approves redirection of earmarked reserve funding from the Treasury Equalisation reserve to the Priority Investment reserve of £155,000 to enable future policy priorities.
- 2.5 That Cabinet approves the necessary saving proposals, notes the movements anticipated in respect of earmarked reserves during 2018/19 culminating in a forecast earmarked reserve balance of £4.95 million at the end of 2018/19.

- 2.6 That Cabinet recommends Council to dispose of assets identified in the exempt background paper at best value.
- 2.7 That Cabinet considers the Responsible Financial Officer's report on the robustness of the budget process and the adequacy of reserves issued under the provisions of the Local Government Act, 2003.
- 2.8 That Cabinet adopts the Responsible Financial Officer's report on Prudential Indicators.
- 2.9 That Cabinet approves the following:
  - Further work is undertaken to develop a balanced Medium Term Financial Plan (MTFP) over the 3 year period 2019/20 to 2021/22.
  - 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 22<sup>nd</sup> November 2017 thereby allowing a period for consultation and scrutiny. The proposals were considered by the Children's and Young People Select Committee, Strong Communities Select Committee, Adult Select Committee, and Economy and Development Select Committee, the Schools Budget Forum and the Joint Advisory Group (JAG). A Joint Select is proposed to be held on 27<sup>th</sup> February 2018 to consider the Councils response (savings) to the additional pressures identified during the budget process (most notably recurring overspends arising from month 7 revenue budget monitoring and the notification of APT&C pay award for 2018-19). Extracts of the draft minutes from the Committees where available are included as **Appendices A/1 to A/6** respectively and a summary of the engagement comments are included in **Appendix A/7**.
- 3.2 As might be expected, responses to consultation varied, however there have been no strong objections made to the overall shape of the budget proposals. There were however a number of questions clarified via the Select Committee meetings and other consultation meetings. In terms of public engagement the use of social media as a mechanism for sharing information and getting feedback has continued, however there has been a low level of response this year.
- 3.3 In terms of issues being raised which seek to affect the budget proposals specifically, there are no recommendations. The process in general has worked well, with thorough debate having taken place at the individual Select Committee Meetings. There was concern from some Members that some of the proposals lacked the detail necessary for them to form a view. However, there is acknowledgement that the Joint Select meeting presented an opportunity for the proposals to be aired and scrutinised, as opposed to being agreed, which is a matter for full Council. The Joint Select meeting enabled discussion and challenge of the priorities across the range of services and therefore scrutiny of the budget.
- 3.4 On capital account, general support was expressed about the need to continue to invest in 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.



## FINAL SETTLEMENT

- 3.5 The final settlement was announced on the 20th December 2017. The Local Government settlement was announced with an overall small increase (after adjusting for transfers) across Wales of 0.2%. For Monmouthshire the final settlement has delivered a decrease in the Authority's Aggregate External Finance (AEF) of 0.5% after taking into account transfers into the settlement. Across Wales settlements varied from a 0.5% reduction in Monmouthshire (and others) to 0.9% increase in Cardiff.
- 3.6 When the MCC final settlement is compared to the provisional settlement, the Authority is better off by circa £269k. The main adjustment to our AEF resulted from a contribution to affording the reduction in social care contributions fees from individuals caused by their increase in capital allowances. This contribution will not be sufficient to cover the full effect of the national policy change, so revisions to pressures have also been necessary.
- 3.7 A table showing each authorities position resulting from the final settlement is included at **Appendix B** to this report. Monmouthshire remains at the bottom of the table in terms of AEF per head of population.
- 3.8 The final settlement also only included the notifications of some specific grants at an all Wales level. There are still a number of grant announcements to be made and this position is extremely disappointing as it makes planning for next year's budget even more difficult. The Single Revenue Grant has been notified at an all Wales level, indicating a 6.7% reduction in the grant and this has been factored into the Waste budget pressure for next year. The current position on grants is included in **Appendix C**.
- 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 the slightly better 2017/18 settlement will not be repeated in future years. The MTFP for 2018/19 onwards continues to factor in funding reductions of 2.6% then 1.8%, so that planning can be undertaken on a prudent basis. 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.

## BUDGET PROCESS CONTEXT

### REVENUE BUDGET

- 3.10 Consequent to Cabinet's budget consideration on 22nd November 2017, proposals went on circulations indicating a need to close a £4.8 million gap with an unfunded gap of £243k still needing to be found. The budget at that time included £3.5 million of pressures and £2.8 million of saving proposals. Work has continued to develop further proposals and revise the existing savings and pressures in the light of further engagement and analysis. All the proposals are available as part of this budget report, and summary details are included in **Appendix D** and **E**, with details of specific individual savings proposals also captured by Directorate in **Appendix E**.

### 3.11 Summary Movements

<b>Pressures</b>	<b>Amount</b> <b>£'000</b>
<b>Resultant engagement totals consequential 22<sup>nd</sup> November Cabinet</b>	<b>3,455</b>
<b>Revisions and additions in intervening period</b>	<b>2,120</b>
<b>Total</b>	<b>5,575</b>

<b>Savings Proposals</b>	<b>Amount</b> <b>£'000</b>
<b>Resultant engagement totals consequential 22<sup>nd</sup> November Cabinet</b>	<b>(2,767)</b>
<b>Revisions and additions in intervening period</b>	<b>(2,294)</b>
<b>Total</b>	<b>(5,061)</b>

### 3.12 Updated Capital MTFP and interest rates

The updates to the Capital MTFP outlined below, together with a review of the forecast interest rates for borrowing in 2018/19 have resulted in the creation of some headroom in the Appropriations budget £396k, that have been utilized in the savings above in assisting in revenue budget setting rather than facilitating enhancement of capital programme. Key to this saving is two amended financial planning assumptions

- the introduction to formally plan for a degree of slippage to capital programme (£6m), which whilst not unreasonable given past activities by service managers, should they collectively spend at levels approved by Members annually, this will introduce an extra volatility to revenue budget.
- An increase in use of recurring short term borrowing rates rather than fixed (longer term) borrowing, which pushes the use of short term variable borrowing instruments above 50%, and which necessitates a change to Treasury strategy indicators utilized. Treasury advisors are comfortable with a revised maximum 55:45 proportion, amending the traditional 50:50 proportion.

Members may also note, given the balance of Treasury Equalisation reserve, a budget decision is proposed to redirect £155k to priority investment reserve to afford the reserve funding consequences of ADM report presented to Council on 15<sup>th</sup> February 2018.

## Council Tax

- 3.13 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 and to apply for County purposes in 2018/19, reverting to 3.95% increase in each of the subsequent 3 years.

## OVERALL REVENUE BUDGET POSITION

- 3.14 The current revenue position for each of the next 4 years is included in **Appendix I**. The proposed position for 2018-19 specifically is,

Services	Indicative Base 2018/19
	£000
Children & Young People	50,164
Social Care & Housing	45,344
Enterprise	11,013
Resources	7,206
Chief Executive's Unit	15,415
Corporate Costs & Levies	22,028
<b>Sub Total</b>	<b>151,170</b>
Transfers to reserves	224
Transfers from reserves	(1,363)
Treasury	7,782
<b>Appropriations Total</b>	<b>6,643</b>
<b>Total Expenditure Budget</b>	<b>157,812</b>
Aggregate External Financing (AEF)	(93,268)
Council Tax (MCC)	(50,907)
Council Tax (Gwent Police)	(10,960)
Council Tax (Community Councils)	(2,676)
Contribution to/(from) Council Fund	0
<b>Sub Total Financing</b>	<b>(157,812)</b>
<b>(Headroom)/Shortfall</b>	<b>(0)</b>

## CAPITAL BUDGET

- 3.15 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 the future schools programme, such that members have agreed for any new priorities needing to meet one of two conditions,

- Either the new project replaces an existing priority
- Or it is demonstrably self-financing

- 3.16 The final settlement saw no change to the anticipated funding included in the draft capital MTFP budget proposals.

- 3.17 There are two main changes to capital programme since November 22<sup>nd</sup>.

- Cardiff Capital Region City Deal Regional Cabinet have proposed a changed profile of Local authority contributions. They will still fall due over the next 10

years, but the change in profile introduces a brought forward treasury cost over next 4 years from that originally proposed. The additional capital consequence during this next MTFP window is included in the table below and the funding consequence of this has been added as a pressure to Revenue MTFP (£90k in 2018-19).

	Original profile of Contributions	Recently Revised Profile
2017-18	0	1,487,000
2018-19	83,000	1,088,000
2019-20	482,000	311,000
2020-21	472,000	311,000
2021-22	729,000	489,000

- The inclusion of £400k to support an ICT equipment refresh programme at King Henry VIII secondary school and Chepstow Comprehensive School, initially afforded through reducing the J block accommodation project budget, which has been left in the capital programme, and the funding for which will be reviewed once cost certainty of that scheme is available.

3.18 The Summary Capital MTFP is shown in **Appendix J1**. There remain significant pressures of a capital nature that cannot be afforded within the capital MTFP and these are outlined in **Appendix J5**.

3.19 **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, is in part 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

3.20 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 2017/21 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

3.21 The level of the general reserve at £7.1m million, subject to 2017-18 year end, but at present it is within the range of 4-6% of net revenue budget and considered to be at a prudent level. The final revenue budget proposals do not include a requirement to use any of the general reserve to balance the budget in 2018/19. The total planned earmarked reserve utilization in support of the 2018/19 revenue and capital budget is £1.321million. **Appendix H1** shows the call on and contributions to reserves for the 2018/19 budget and **Appendix H2** shows the reserve balances projected for the medium term. Total planned reserve utilization in support of current year revenue and capital

budgets means that by the end of 2017-18 the balance of earmarked reserves is likely to be £6.27 million. The further call in 2018/19 means that the earmarked reserves will fall to £4.95 million. In addition the Priority Investment reserve will need to be replenished to fund any future projects identified as going forward. It should be noted that this reduces the flexibility the Council has in meeting the challenges of scarce resources going forward.

- 3.22 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**.
- 3.23 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 of 1<sup>st</sup> March 2018.

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

- 3.24 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.
- 3.25 The Council has responded to these issues by building considerations of equality, diversity and sustainability into the planning and delivery of its 2018/19 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.
  - Enabling the Council’s Cabinet Members to consider initial savings proposals with the benefit of the FGEs in December 2016, 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 March 2017, 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 2017/18 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 2018/19, 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 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

Final Local Government Settlement  
The CIPFA Prudential Code for Capital Expenditure

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

Mark Howcroft – Acting Head of Finance

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

Tel: 01633 644740

Email: [markhowcroft@monmouthshire.gov.uk](mailto:markhowcroft@monmouthshire.gov.uk)

## Appendices

- A/1 Minutes of Economy and Development Select committee – 30<sup>th</sup> November 2017
- A/2 Minutes of Children and Young People Select Committee – 7<sup>th</sup> December 2017
- A/3 Minutes of Adults Select Committee – 10<sup>th</sup> January 2018
- A/4 Minutes of Strong Communities Select Committee – 11<sup>th</sup> January 2018
- A/5 Draft Minutes of Schools Budget Forum – 18<sup>th</sup> January 2018
- A/6 Minutes of JAG on 30<sup>th</sup> January 2018
- A/7 Summary of Engagement Feedback
- A/8 [Feedback from budget consultation events – Access for All forum and Engage to Change](#)
- B Final Settlement Data
- C Specific Grants
- D Summary of Evidence Based Pressures
- D2 Summary of Pressures – Movement from draft to final budget
- E Summary of budget proposals
- E2 Summary of Savings – Movement from draft to final budget
- E/1 Children & Young People Proposals
- E/2 SCH Proposals
- E/3 Resources Proposals
- E/4 Enterprise Proposals
- E/5 CEO & Operations Proposals
- E/6 Financing Proposals
- F Responsible Financial Officers Opinion
- G Prudential Indicators
- H/1 Use of reserves for Revenue Budget Purposes
- H/2 Reserve Balances
- I Revenue Budget Summary
- J/1 Capital Budget Summary
- J/2 Schools Capital Budget Summary
- J/3 Capital Receipts Summary
- J/4 Receipt Risk Factors
- J/5 Capital Pressures
- J/6 Capital Receipts (Exempt – supplied under separate cover)
- K Future Generations Evaluations

**PRESENT:** County Councillor P. Pavia (Chairman)  
County Councillor D. Blakebrough (Vice Chairman)

County Councillors: J. Becker, A. Davies, D. Dovey, M. Feakins and  
R. Roden

Also in attendance County Councillors: P. Murphy, V. Smith and  
S. Woodhouse

**OFFICERS IN ATTENDANCE:**

Kellie Beirne	Chief Officer, Enterprise
Peter Davies	Chief Officer, Resources
Mark Howcroft	Assistant Head of Finance
Cath Fallon	Head of Enterprise and Community Development
Deb Hill-Howells	Head of Community Led Delivery
Hazel Ilett	Scrutiny Manager
Richard Williams	Democratic Services Officer

**APOLOGIES:**

County Councillors B. Strong and A. Watts

**1. Declarations of Interest**

There were no declarations of interest made by Members.

**2. Confirmation of minutes:**

**2.1. Economy and Development Select Committee - 19th October 2017**

The minutes of the Economy and Development Select Committee dated 19<sup>th</sup> October 2017 were confirmed and signed by the Chair.

**2.2. Special Meeting of the Economy and Development Select Committee - 26th October 2017**

The minutes of the special meeting of the Economy and Development Select Committee dated 26<sup>th</sup> October 2017 were confirmed and signed by the Chair.

**3. Public Open Forum**

There were no members of the public present.

**4. Medium Term Financial Plan 2018/19 to 2021/22 and Draft Budget Proposals 2018/19 for consultation**

**Context:**



- To highlight the context within which the Medium Term Financial Plan (MTFP) will be developed for 2018/19 to 2021/22.
- To agree the assumptions to be used to update the MTFP, and provide an early indication of the level of budget savings still to be found.
- To receive an update with the implications arising out of the provisional settlement announcement of Welsh Government.
- To consider the 2018/19 budget within the context of the four year Medium Term Financial Plan (MTFP) to be incorporated within the emergent Corporate Plan
- To receive detailed draft proposals on the budget savings required to meet the gap between available resources and need to spend in 2018/19.

### **Key Issues:**

The Select Committee scrutinised the Enterprise budget proposals, as outlined in the report, which related to the Enterprise Directorate.

### **Member Scrutiny:**

- The general reserve is made up of the Council fund reserve and school balances, which equates to in the region of £7million. In addition to this, the Council makes contributions to earmarked reserves for particular purposes.
- With regard to borrowing, the Authority uses a system called internal borrowing to avoid taking out extra loans that the Authority doesn't need. The only purpose of borrowing is to afford capital expenditure, which Council agrees annually.
- With regard to the Revenue Support Grant, it was noted that there is a distribution sub group and the Head of Finance sits on this group. Together with the other 22 authorities, the Group looks to work with Welsh Government and with the Welsh Local Government Authority (WLGA) to try and affect the distribution mechanism for the settlement that the Assembly has to remedy some of the issues. Rurality and deprivation are some of the issues being raised. The Authority only receives funding for deprivation in the sum of a few hundred pounds per annum, which does not reflect the pockets of deprivation that the Authority has. In order for the Revenue Support Grant formula to be altered, the 22 local Authorities would have to vote on this matter. However, it is unlikely that this will occur. Appendix 3 of the report refers to a letter that has been sent to Welsh Government by the Authority regarding the need for a more equitable distribution of the funding formula.
- Post Brexit, there will be changes. The money allocated to local authorities to help combat deprivation largely comes from European funding. This funding will not be available in the future. Therefore, the Authority will need to be more innovative in future.
- In response to a question regarding comparing the Authority's unit costs and performance with those of other Welsh Councils to understand where the greatest opportunity was to make further savings, it was noted that the Authority has to provide certain returns on the same basis as other Welsh Authorities. Monmouthshire's Unit costs are in the lowest quartile in terms of cost. Performance is also looked at. Data driven decisions are where Cabinet wants to get to.

- Closer scrutiny is welcomed with Members, as well as officers, receiving appropriate training when required.
- Future Monmouthshire is about the whole Authority working together, understanding the problems that we face and solving them, as an Authority.
- The new Cabinet report format has now strengthened aspects around options appraisal, evaluation and consultation.
- A Draft Commercial Strategy is being prepared with a view to the Select Committee having an opportunity to scrutinise the draft strategy in the new year.
- Staff cuts are being kept to a minimum. Staff are being set broader targets and are expected to contribute some ideas and thinking regarding how the Authority can solve issues affecting the Council.
- There is resource and good will within the town and community councils. We need to demonstrate, as a Council, that we are positively engaging with them collaboratively.
- By looking at the Authority's procurement procedure, this is an area where the Authority can make savings on spending.
- In response to a Select Committee Member's question regarding Council Tax payments being offered over a 12 month period, it was considered that this flexibility already existed. However, the Assistant Finance Manager stated that he would clarify the position and get back to the Member.
- The Council Tax proposal is 4.95% in 2018-19 reverting to 3.95% in each of the three subsequent years of MTFP.
- Robust business plans are required when investing public money with a view to generating income. There is also a need for robust scrutiny in these circumstances.
- The well-being of staff is important and the Authority has a duty of care to its staff. A staff survey was carried out earlier in the year which had not raised any significant concerns in terms of well-being of staff. Sickness and absence projections are indicating an improvement on last year. However, staff sickness relating to stress and psychological reasons is on the rise. This highlights the issues that the Authority is working to address. Health and well-being of staff is a priority for the Authority. Health and well-being events have been held over the County for staff to attend and attendance has been good.

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

- The Select Committee has fully considered the budget assumptions, pressures and savings proformas affecting this Select Committee's portfolio area and acknowledges the challenges facing the Council in difficult financial times.
- The Select Committee is keen to work with senior officers in relation to procurement, given the potential savings to be made through examining the Authority's procurement procedures. Members

agreed that their continued scrutiny focus for 2018 would be on the procurement agenda in line with the 'Future Monmouthshire' programme.

- The Select Committee agreed to include scrutiny of the draft Commercial Strategy in its work programme, timescale being potentially in the New Year.

## **5. Draft Capital Budget Proposals 2018/19 to 2021/22**

### **Context:**

To scrutinise the proposed capital budget for 2018/19 and the indicative capital budgets for the three years 2019/20 to 2021/22.

### **Key Issues:**

#### **Capital Medium Term Financial Plan (MTFP) issues:**

- The four year capital programme is reviewed annually and updated to take account of any new information that is relevant.
- The major component of the capital MTFP for the next few years is completion of the Council's Tranche A Future schools programme. Colleagues are working through options in relation to a future Welsh Government Tranche B programme. No presumption has been made to add such costs into this next four year window as yet, as costs of proposals and their affordability are still to be established.
- As part of the 2017/18 budget setting process, Members identified five additional priorities that had not been costed at the time of budget setting, but for which they added an unhypothecated borrowing assumption of £500,000 per annum to the 2017/18 budget.
- During this year, some of those scheme costs have crystallised and the following indicates the related presumption within the capital programme together with an indication of the revenue consequences. In all cases an asset life of 25 years has been presumed:
  - Monmouth Pool – commitment to re-provide the pool in Monmouth as a consequence of the Future Schools Programme, £7.3 million project afforded by £1.9 million Future Schools Programme, £985,000 Section 106 funding, core treasury funding in the region of £835,000, and £3.58 million prudential borrowing afforded by the Leisure Service through additional income predictions.
  - Abergavenny Hub – commitment to re-provide the library with the One Stop Shop in Abergavenny to conclude the creation of a Hub in each of the towns. £2.3 million.
  - Disabled Facilities Grants – the demand for grants is currently outstripping the budget, work is being undertaken to assess the level of investment required to maximize the impact and benefit for recipients. Members ultimately chose to

put a one year commitment of £300,000 into the base capital programme in 2017/18.

- City Deal - 10 Authorities in the Cardiff City region are looking at a potential £1.2 billion City Deal. Agreement to commit to this programme is being sought across the region in January 2018 and would impact on the capital MTFP. The potential impact on individual authority budgets is currently being modelled in advance of decisions on specific projects and profiles in order for authorities to start reflecting the commitment in their MTFPs. The potential is for the 10 authorities to provide collectively £120 million over time, with individual contributions being reflective of populations. Monmouthshire's indicative liability during the forthcoming capital MTFP is likely to be:

Contributions predicted during forthcoming MTFP window:

Year	Amount
2018-19	£83,000
2019-20	£482,000
2020-21	£472,000
2021-22	£729,000

Contributions predicted following the MTFP window:

2022-23	£729,000
2023-24	£1,207,000
2024-25	£1,206,000
2025-26	£1,206,000
2026-27	£1,206,000

Total	£7,320,000
-------	------------

MRP is presumed to start in the year after the contribution is made.

- J and E Block – the office rationalization programme is being considered to see if there is a solution that would enable the Magor and Usk sites to be consolidated, releasing funding to pay for the necessary investment to bring the blocks into use. The current presumption included in Treasury figures is £1.4million expenditure with MRP starting in 2020/21. No revenue savings from central accommodation or the Magor building have been presumed in the capital modelling, as those savings are unlikely to be realized until that building is vacated.
- A strategy that enables the core programme, Future Schools and the above schemes to be accommodated is being developed. Notwithstanding this, there will still remain a considerable number of pressures that sit outside of any potential to fund them within the Capital MTFP and this has significant risk associated with it. Cabinet has previously accepted this risk.
- The current policy is that further new schemes can only be added to the programme if the business case demonstrates that they are self-financing or the scheme is deemed a higher priority than current schemes in the programme and therefore displaces it.

In summary the following other issues and pressures have been identified:

- Long list of back log pressures – infrastructure, property, DDA work and public rights of way. None of these pressures are included in the current capital MTFP, but this carries with it a considerable risk.
- In addition to this, there are various schemes / proposals (e.g. Alternative Delivery Model for Leisure, Tourism and Culture Services, Tranche B Future Schools, any enhanced DFG spending, waste fleet vehicle replacement, community amenity site enhancement) that could also have a capital consequence, but in advance of quantifying those or having Member consideration of these items, they are also excluded from current capital MTFP.
- Capital investment required to deliver revenue savings – this is principally in the area of office accommodation, social care, property investment and possibly Additional Learning Needs. The level of investment is currently being assessed. However, in accordance with the principle already set, if the schemes are not going to displace anything already in the programme then the cost of any additional borrowing will need to be netted off the saving to be made.
- The IT reserve is depleted so funding for any major new IT investment is limited. Any additional IT schemes will need to either be able to pay for themselves or displace other schemes in the programme.
- Base interest rates were increased by 0.25% to 0.5% on 2<sup>nd</sup> November 2017. That pressure is more likely to be felt in the Revenue MTFP as it will increase the cost of borrowing over time. However, it may also impact adversely upon the viability of capital business case developments and their ability to demonstrate self-affordability. Given this very recent change, it hasn't been possible to fully work through the consequences in the initial revenue and capital MTFP. That will instead manifest itself through the budget setting process.

### **Member Scrutiny:**

- There are numerous opportunities to review the capital programme as it is presented to select committee meetings every time there are amendments to it.
- The only change to this capital programme is the inclusion of the £300,000 for disabled facility grants. It is currently fixed at £600,000 but this will be increased to £900,000.
- In response to a question raised regarding the effects that Brexit might have on the Capital Budget, it was noted that Welsh Government provides the Authority with an element of core capital funding in which the Authority can chose to spend on within its schemes, which equates to £2,000,000. However, it is not known whether this is European funding. With regard to the 50% funding that comes from Welsh Government in relation to the Authority's future schools aspirations, conversations around Tranche B have been held with Welsh Government and the consultation process is underway. There is unlikely to be any significant volatility to Monmouthshire's Capital Programme as a consequence of Brexit.
- With regard to the constitutional governance issues in respect of the City Deal, it was noted that there were some matters that needed to be finalised.

## **Committee's Conclusion:**

The Select Committee had fully discussed the capital budget assumptions and priorities affecting the Select Committee's portfolio area, however had no specific recommendations to make in terms of the approach being adopted.

### **6. Crick Road - Proposed disposal to Melin Homes**

#### **Context:**

To undertake pre-decision scrutiny on the proposal to sell Crick Road to Melin Homes to enable the construction of 285 residential units.

#### **Key Issues:**

Crick Road is a 10.95 ha site allocated within the Local Development Plan as a strategic development site. The site is owned by Monmouthshire Council and a third party.

Cabinet gave approval in June 2016 to enter into discussions with Melin Homes for the sale of this site on the basis that the development would support the creation of a cohesive community that has regard to its place and local context, whilst still observing the legal requirements that bind the Council when disposing of assets to achieve best consideration.

Council Officers and Melin Homes have been working collaboratively to design a scheme that has regard to its rural context, applies Poundbury principles, creates a sense of community and belonging and is underpinned by dementia friendly principles. The outcome is a design that will provide 285 homes, 71 of which will be affordable, embodies green infrastructure principles and has a mix of residential designs and scale. The houses for sale will be developed by Melin's trading arm, Now Your Home, with the remainder being retained and managed by Melin Homes.

Surveys have been commissioned to establish development constraints and abnormal development costs so that the residual land value could be calculated. To date, abnormal development costs have been identified in the region of £3,000,000 which relate to drainage, utilities, ground conditions and ecological issues. It is intended that as these costs are finalised, the parties will share in any savings on an equal basis.

Discussions are underway with the owners of the third party land on the basis of an equalisation agreement. This will reflect the net value of the site, less costs and the benefit then apportioned on the basis of the size of the land holding.

There is a Service need to re-provision a new dementia friendly residential care facility and this site has been identified as the preferred location. A separate report is being presented by Social Services to consider the business case for this proposal. However, it is worth noting that the design prepared has allocated 2.3 acres to the care facility. In the event that this does not proceed it is expected that the land will be incorporated within the residential scheme, subject to the necessary planning consents.

Provisional heads of terms have now been agreed which will be the subject of an independent valuation to determine that the terms meet the obligations of Section 123 of the Local Government Act.

## Member Scrutiny:

- Melin Homes will be paying the market value for the land and an external valuer has been appointed.
- In terms of the legality of the process, significant scrutiny has taken place and external advisers have been brought in to provide a level of assurance. Officers are comfortable that any obligations will not be breached.
- Section 123 requires that best price is obtained and not prescribe the method of obtaining that. Therefore, the Authority does not need to go and test in the open market but does need the independent scrutiny of the deal that has been agreed which has been tested via case law. Legal advisers are comfortable that the correct procedure is being followed.
- Other companies are interested in purchasing the site. However, market value is being obtained which will be a capital receipt that will be ring-fenced to the 21<sup>st</sup> Century Schools Programme.
- Melin is a long term partner and will remain on the site.
- The design is place shaping and has regard to its community.
- Subject to Cabinet consent on 6<sup>th</sup> December 2017 and that the Melin Board is in agreement with the Cabinet decision, public consultation will commence early in the new year. Planning permission is anticipated to be achieved around late spring / early summer of 2018 with work commencing at the end of 2018.
- The scheme, as currently proposed, does not include a G.P. surgery. The hub of the scheme will be the social services facility.
- A report will also be presented to Cabinet on 6<sup>th</sup> December 2017 regarding Severn View with a view to develop this scheme and to produce a full business case for it by the late spring of 2018.
- In response to questions raised regarding the risks involved with working with Melin Homes, it was noted that Melin Homes' trading arm is delivering a number of sites and have developed expertise. It has also developed its own supply network which has enabled them to build in some quantum and reduce the construction costs. The trading arm has employed people who have worked for PLCs and therefore have the same level of acumen and development skills that PLCs would have. Officers have attended all of the development meetings to ensure that the plans being prepared are being scrutinised. The arrangement is directly with Melin Homes and will share the benefit of any uplift payment. The 25% affordable homes will be achieved with Melin Homes. In the open market, this cannot always be guaranteed.
- The Capital receipt will be covered via a three phase payment. The first payment will be received at the point of exchange on the contract. Receipt of the remaining two payments has not yet been set.
- The design and community feel is breaking new ground. The scheme is very good for residents and for Monmouthshire as a whole.

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

- The Select Committee welcomes this approach which will deliver best community outcomes and provide a new dementia facility.

### **7. Presentation regarding the City Deal - Strategic Investment Proposal for Caldicot Town Centre**

Due to the extensive scrutiny of the draft budget proposals, we resolved to defer the presentation regarding the City Deal – Strategic Investment Proposal for Caldicot Town to the next meeting of the Economy and Development Select Committee.

### **8. Performance report 2017/18**

#### **Context:**

To scrutinise information on how the Council is performing in 2017/18 against nationally set performance indicators that are under the remit of Economy and Development Select Committee.

#### **Key Issues:**

The Council currently has an established performance framework which ensures that everyone is pulling in the same direction to deliver real and tangible outcomes. The framework was presented to the Committee in July 2017.

Performance data and information is essential to the Authority's performance framework to track and evaluate the progress being made. The performance data used comprises a range of nationally set performance frameworks across various services and locally set indicators that services have developed to evaluate their performance.

One important nationally set framework used to measure local authority performance is 'Public Accountability Measures' set by Data Unit Wales.

The indicators are benchmarked annually compared to other Councils in Wales and the latest quartile ranking from 2016/17 is included, where available and applicable. This quartile ranking was reported to full Council in September 2017 as part of the Stage 2 Improvement Plan 2016/17. Due to the nature of some indicators, data is only collated on a six monthly or annual basis. While there are some new indicators included as part of this set which have limited performance data available at this stage.

The Council is currently developing a Corporate Plan that will bring together a wide range of evidence, including from the well-being assessment and Council's well-being objectives and statement 2017, to set a clear direction for the Council along with the resources required to deliver it. Once completed the Corporate Plan will form the framework for future performance reporting.

#### **Member Scrutiny:**

- In response to questions raised, it was noted that performance indicator PAM/013 relates to empty homes brought back to use by direct action for the local Authority.



- In terms of leisure centres and comparability of performance indicator PAM/017 the report indicates that Monmouthshire's leisure centres are in the bottom quartile which is a comparison with other authorities in Wales.
- The Adults Select Committee is looking at the Homeless Strategy on 23<sup>rd</sup> January 2018.
- Officers are keen to improve the displaying of performance indicators on the County Council's website with a view to updating this information automatically and using technology to present this information. In terms of national information, there are a number of Welsh Local Government Association sites that also hold information, as well as the Authority.
- In terms of the Authority's Leisure Centre offer, it was considered that information on how the Authority is engaging with primary care providers in terms of increasing or enhancing the drive for social prescribing, would be beneficial to the Select Committee.

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

We resolved to receive the report and noted its content.

### **9. List of actions arising from the previous meeting**

We noted the list of actions arising from the previous meeting. In doing so, the Scrutiny Manager informed the Select Committee that the first Procurement Workshop had been held and the notes of agreed actions had been circulated to Members. A report on the value of the National Procurement Service had also been sent to Members.

The workshop was a different style of working that was being trialled and was focussed and interactive which allowed officers to take forward key actions.

### **10. Economy and Development Select Committee Forward Work Programme**

We resolved to receive and note the Economy and Development Select Committee Forward Work Programme. In doing so, the following points were noted:

- A seminar regarding a review of the Local Development Plan will be held in the Council Chamber this afternoon which will be hosted and led by the Economy and Development Select Committee. All Members have been invited to attend.
- The presentation regarding the City Deal - Strategic Investment Proposal for Caldicot Town Centre will be received at the January 2018 Select Committee meeting.
- A special meeting of the four select committees has been arranged to be held in December 2017 to scrutinise the Alternative Delivery Model.
- The Select Committee will meet with bordering English authorities in the new year to discuss cross border issues. However, there is preparation work that needs to be undertaken initially before this meeting takes place, i.e., to meet with the public to ascertain what the issues are.

**11. Council and Cabinet Business Forward Plan**

We received the Council and Cabinet Business Forward Plan and noted its content.

**12. Next meeting**

The next meeting of the Economy and Development Select Committee will be held on Thursday 25th January 2018 at 10.00am.

**The meeting ended at 1.06 pm.**

**PRESENT:** County Councillor M. Groucutt (Chairman)  
County Councillor L. Jones (Vice Chairman)

County Councillors: L. Brown, D. Jones, M. Lane, M. Powell, T. Thomas, J. Watkins and S. Woodhouse

Mr. M Fowler (Parent Governor Representative)

County Councillor P. Murphy, R. Harris and V. Smith attended the meeting by invitation of the Chair.

**OFFICERS IN ATTENDANCE:**

Will McLean	Chief Officer for Children and Young People
Claire Marchant	Chief Officer Social Care, Health & Housing
Mark Howcroft	Assistant Head of Finance
Roger Hoggins	Head of Operations
Sian Schofield	Data Analyst
Nikki Wellington	Finance Manager
Hazel Ilett	Scrutiny Manager
Richard Williams	Democratic Services Officer

**APOLOGIES:**

County Councillor P. Jones - Cabinet Member

Dr. A. Daly and Mr. K Plow

**1. Declarations of Interest**

There were no declarations of interest made by Members.

**2. Public Open Forum**

No issues were raised by the public.

**3. Confirmation of the following minutes:**

**3.1. Children and Young People Select Committee dated 26th October 2017**

The minutes of the Children and Young People Select Committee dated 26<sup>th</sup> October 2017 were confirmed and signed by the Chair.

**3.2. Special meeting - Children and Young People Select Committee dated 13th November 2017**

The minutes of the special meeting of the Children and Young People Select Committee dated 13<sup>th</sup> November 2017 were confirmed and signed by the Chair.

#### **4. Medium Term Financial Plan 2018/19 to 2021/22 and Draft Budget Proposals 2018/19 for Consultation**

##### **Context:**

- To highlight the context within which the Medium Term Financial Plan (MTFP) will be developed for 2018/19 to 2021/22.
- To agree the assumptions to be used to update the MTFP, and provide an early indication of the level of budget savings still to be found.
- To receive an update with the implications arising out of the provisional settlement announcement of Welsh Government.
- To consider the 2018/19 budget within the context of the four year Medium Term Financial Plan (MTFP) to be incorporated within the emergent Corporate Plan
- To receive detailed draft proposals on the budget savings required to meet the gap between available resources and need to spend in 2018/19.

##### **Key Issues:**

The Select Committee scrutinised the Children and Young People budget proposals, as outlined in the report, which related to the Children and Young People Directorate.

##### **Member Scrutiny:**

- Central Government funding is a net 0.5% reduction.
- Pay inflation - the likely pay award for next year is being agreed at 2%.
- There will be a need to review the vacancy factor figure which is currently at 2%.
- The Authority has historically had to pay significant sums of money to external foster care providers which has been difficult to budget for due to each child's differing circumstances. The Authority is therefore actively looking at all external placements to see if there is an internal provision that could be used, as long as it could be used successfully and ensuring the safeguarding and well-being of the individual child is maintained.
- The matter of Federated schools has been discussed previously within the Authority and with head teachers recently. There are currently 36 educational settings in Monmouthshire but in the future it is likely that there will be fewer than 36 head teachers across those schools. This will be a process of evolution whereby, as opportunities arise through natural turnover, the Authority will take advantage of these situations with a view to schools working more closely together.
- In response to questions raised regarding appendices 1, 2 and 3 of the report, it was noted that:

- The figures relating to the grants position as outlined in appendix 1 should be read in round millions and relate to the position for Wales.
- N/A in appendix 1 refers to information not available, as yet.
- Appendix 2 – Monmouthshire derives the lowest funding per head of population across Wales. The settlement works by looking at indicative service levels across the 22 local authorities in Wales and applying a formula. However, not all authorities provide services in the same way. Welsh Government states that this formula has been agreed by the 22 authorities and it will be for the 22 authorities to agree to an alternative way of preparing the formula funding.
- The funding flaw refers to Welsh Government and when it looks at those indicators it will then apply the formula comparing this year's settlement with the previous year. In trying to reduce the volatility Welsh Government has restricted the reduction to 0.5%.
- With regard to the implementation of the Additional Learning Needs (ALN) Bill, this is currently being worked on at Welsh Government.
- It is anticipated that the 'not applicable' (n/a) figures in the report will be available in due course and potentially before the end of December 2017.

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

On behalf of the Select Committee, the Chair thanked officers for presenting the report.

The Chair summed up by stating that the Authority remains in difficult times, which will likely continue. However, it was noted that Cabinet, in considering this report, has taken positive steps to help in terms of the blue badge scheme, school breakfasts and additional resources to help schools with new examinations.

### **5. Draft Capital Budget Proposals 2018/19 to 2021/22**

#### **Context:**

To scrutinise the proposed capital budget for 2018/19 and the indicative capital budgets for the three years 2019/20 to 2021/22.

#### **Key Issues:**

#### **Capital Medium Term Financial Plan (MTFP) issues:**

- The four year capital programme is reviewed annually and updated to take account of any new information that is relevant.
- The major component of the Capital MTFP for the next few years is completion of the Council's Tranche A Future schools programme. Colleagues are working through options in relation to a future Welsh Government Tranche B programme. No presumption has been made to add such costs into this next four year window as yet, as costs of proposals and their affordability are still to be established.

- As part of the 2017/18 budget setting process, Members identified five additional priorities that had not been costed at the time of budget setting, but for which they added an unhypothecated borrowing assumption of £500,000 per annum to the 2017/18 budget.
- During this year, some of those scheme costs have crystallised and the following indicates the related presumption within the capital programme together with an indication of the revenue consequences. In all cases an asset life of 25 years has been presumed:
  - Monmouth Pool – commitment to re-provide the pool in Monmouth as a consequence of the Future Schools Programme, £7.3 million project afforded by £1.9 million Future Schools Programme, £985,000 Section 106 funding, core treasury funding in the region of £835,000, and £3.58 million prudential borrowing afforded by the Leisure Service through additional income predictions.
  - Abergavenny Hub – commitment to re-provide the library with the One Stop Shop in Abergavenny to conclude the creation of a Hub in each of the towns. £2.3 million.
  - Disabled Facilities Grants – the demand for grants is currently outstripping the budget, work is being undertaken to assess the level of investment required to maximize the impact and benefit for recipients. Members ultimately chose to put a one year commitment of £300,000 into the base capital programme in 2017/18.
  - City Deal - 10 Authorities in the Cardiff City region are looking at a potential £1.2 billion City Deal. Agreement to commit to this programme is being sought across the region in January 2018 and would impact on the capital MTFP. The potential impact on individual authority budgets is currently being modelled in advance of decisions on specific projects and profiles in order for authorities to start reflecting the commitment in their MTFPs. The potential is for the 10 authorities to provide collectively £120 million over time, with individual contributions being reflective of populations. Monmouthshire’s indicative liability during the forthcoming capital MTFP is likely to be:

Contributions predicted during forthcoming MTFP window:

Year	Amount
2018-19	£83,000
2019-20	£482,000
2020-21	£472,000
2021-22	£729,000

Contributions predicted following the MTFP window:

2022-23	£729,000
2023-24	£1,207,000
2024-25	£1,206,000
2025-26	£1,206,000
2026-27	£1,206,000
Total	£7,320,000

MRP is presumed to start in the year after the contribution is made.

- J and E Block – the office rationalization programme is being considered to see if there is a solution that would enable the Magor and Usk sites to be consolidated, releasing funding to pay for the necessary investment to bring the blocks into use. The current presumption included in Treasury figures is £1.4million expenditure with MRP starting in 2020/21. No revenue savings from central accommodation or the Magor building have been presumed in the capital modelling, as those savings are unlikely to be realized until that building is vacated.
- A strategy that enables the core programme, Future Schools and the above schemes to be accommodated is being developed. Notwithstanding this, there will still remain a considerable number of pressures that sit outside of any potential to fund them within the Capital MTFP and this has significant risk associated with it. Cabinet has previously accepted this risk.
- The current policy is that further new schemes can only be added to the programme if the business case demonstrates that they are self-financing or the scheme is deemed a higher priority than current schemes in the programme and therefore displaces it.

In summary the following other issues and pressures have been identified:

- Long list of back log pressures – infrastructure, property, DDA work and public rights of way. None of these pressures are included in the current capital MTFP, but this carries with it a considerable risk.
- In addition to this, there are various schemes / proposals (e.g. Alternative Delivery Model for Leisure, Tourism and Culture Services, Tranche B Future Schools, any enhanced DFG spending, waste fleet vehicle replacement, community amenity site enhancement) that could also have a capital consequence, but in advance of quantifying those or having Member consideration of these items, they are also excluded from current capital MTFP.
- Capital investment required to deliver revenue savings – this is principally in the area of office accommodation, social care, property investment and possibly Additional Learning Needs. The level of investment is currently being assessed. However, in accordance with the principle already set, if the schemes are not going to displace anything already in the programme then the cost of any additional borrowing will need to be netted off the saving to be made.
- The IT reserve is depleted so funding for any major new IT investment is limited. Any additional IT schemes will need to either be able to pay for themselves or displace other schemes in the programme.
- Base interest rates were increased by 0.25% to 0.5% on 2<sup>nd</sup> November 2017. That pressure is more likely to be felt in the Revenue MTFP as it will increase the cost of borrowing over time. However, it may also impact adversely upon the viability of capital business case developments and their ability to demonstrate self-affordability. Given this very recent change, it hasn't been possible to fully work through the consequences in the initial revenue and capital MTFP. That will instead manifest itself through the budget setting process.

**Member Scrutiny:**

- In response to a Member's question, it was noted that the allowance included annually for capital maintenance is £2,000,000. The backlog of repair on Monmouthshire's schools portfolio is in the region of £22,000,000.
- With regard to the new 21<sup>st</sup> Century Schools in Monmouthshire, a lower routine maintenance consequence is anticipated. In relation to existing comprehensive schools, property maintenance decides the maintenance priorities for these schools throughout the year.
- To avoid confusion in the table within appendix 1 of the report in respect of capital budget pressures, there could be an indication of what is budgeted for as well as having an indication of what the Authority would like to do if appropriate funding was available, i.e., in an 'ideal scenario'. The Assistant Head of Finance stated that he would amend the appendix accordingly for future reports.
- In response to a question raised, it was noted that all of Monmouthshire's school kitchens were complying with environmental health standards.

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

- The Select Committee had fully discussed the capital budget assumptions and priorities affecting the Select Committee's portfolio area, however, had no specific recommendations to make in terms of the approach being adopted.

## **6. Presentation regarding Key Stage 4 Outcomes**

### **Context:**

To scrutinise the Key Stage 4 outcomes for 2016/17.

### **Key Issues:**

#### **Key Stage 4:**

- Level 2 inclusive English / Maths (best of procedural and numeracy).
- Level 2.
- Level 1.
- Core Subject Indicator (CSI).
- 5A\* / A.
- Modelled Expectations:
  - For secondary schools for L2+, L2 and L1.
- English.
- Maths (Procedural or Numeracy).
- Science.

### **Member Scrutiny:**

- With regard to English Level 2 achievement at King Henry VIII Comprehensive School, there is a significant difference in performance between children receiving Free School



Meals (FSM) and non FSM children. However, the size of the cohorts need to be taken into account, as the majority of FSM children have been known to the school since Year 7. There is greater impact on the two examinations that were sat. It is anticipated that there will be an improved performance next year.

- Future reports should include the numbers alongside the percentages to provide better clarity.
- It was noted that the recommendation of the Donaldson Report in respect of the Successful Futures aspect is to remove Key Stage testing and have informal teacher step progression assessments which are not publically reported or published. The advantage of the system currently being operated is that each student is tested. However, with the implementation of the Donaldson Report, the Authority will continue to have an insight into how schools are performing. One of the key issues will be Estyn's change from looking at outcomes in terms of teacher assessment and benchmark quartiles to assessing performance and teaching and learning through the observation of book scrutiny. However, the Key Stage 4 results will always be published.
- A more detailed report on the risks and the positive aspects of the Donaldson Report will be presented to the Select Committee in the New Year.
- The movement to the linear system was a challenge. None of Monmouthshire's schools have a significant number of FSM students. However, one of the challenges is that the Authority's FSM gap further down the school system is much smaller. Therefore, the FSM gap between Monmouthshire's FSM children and those not entitled to FSM was 44% at GCSE Level 2 inclusive, this year. At the Foundation Phase indicator, it was only 10%. At Key Stage 2 CSI it was only 10%. At Key Stage 3, it increases and at Key Stage 4, it increases even further. Therefore, the challenge needs to be addressed at primary school level. There is a need to raise expectations amongst some cohorts in terms of what they should be expecting to achieve. Also, there is a need to undertake additional work to support learners and some schools have opened on a Saturday to teach maths to help support students.

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

- There are some very strong performances by Monmouthshire's young people reflected in the Key Stage 4 outcomes report.
- However, there are areas where there are difficulties facing Monmouthshire's schools. In particular, the performance of FSM children.
- The Select Committee will closely monitor the situation.

#### **7. Feedback from the Chair on his attendance at Engage 2 Change (Youth Council) on 4th December 2017 to discuss the Youth Councils' priorities for 2017-18**

The Chair provided the Select Committee with feedback on his attendance at a meeting of the Youth Council. Also in attendance was the Leader of the Council, the Cabinet Member for Education and senior officers.

In doing so, the following information from the meeting was noted:

- The Youth Council looked back on the Local Democracy Day that was hosted by Monmouthshire County Council as a very positive experience for the young people. They liked the question and answer session and would like to do this again in the future.
- There were some concerns raised which will be scrutinised at future meetings of the Select Committee. The concerns were:
  - Mental health issues.
  - Issues regarding the curriculum that the students receive.
  - I.T. skills needed to be better for students as they enter the world of work in the digital age.
  - The lack of practical advice received around I.T. and finance, e.g., how to apply for a mortgage.
- The Leader had suggested that the Authority should be linking with Schools' Councils. The Select Committee could develop this matter.
- Following the Democracy Day, which was aimed at secondary school children, The Scrutiny Manager had suggested that the Authority could look at how it could involve younger students in democracy and understanding the role of the Councillor. Primary schools could be approached and that one of the schools' years could meet their local Councillor at their respective school with a view to holding an introductory meeting, with the Councillor explaining their role to the students. The students would then be asked to enter into a competition to paint or draw their local Councillor with a prize being awarded. Each school council would be asked to run the process within their school. The Engage 2 Change Youth Council would be the judge and adjudication panel. The winning pictures would be displayed at County Hall, Usk.
- It was noted that Welsh Government has launched a series of pilot areas for new ways of working to support children and young people with mental health needs. However, for that pilot, Monmouthshire is no longer part of northern Gwent and has been omitted from that pilot. Conversations are being held with Welsh Government regarding this matter.

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

- The meeting with the Youth Council had been very positive and it was heartening to see senior Members of the Council working with young people and respecting and valuing the comments made by the students.

## **8. Kerbcraft - Scrutiny of Action Plan Delivery and Ongoing Performance Measures**

**Context:**

To scrutinise a report on the implementation of the Action Plan approved by County Council in March 2017 and performance measures in place.

### **Key Issues:**

- On 20<sup>th</sup> March 2017, Council received the Wales Audit Office (WAO) report on the Safeguarding scheme in Monmouthshire County Council and endorsed the action plan to address the findings of the WAO report.
- On the 5<sup>th</sup> July 2017, Cabinet received a report entitled 'Update and Approval of matters arising from the Action Plan – Safeguarding arrangements – kerbcraft scheme.
- Attached to the report to Cabinet were new procedures for the provision of kerbcraft training which were approved by Cabinet.
- Kerbcraft training commenced in September 2017 in compliance with the procedure and checklist approved by Cabinet on the 5<sup>th</sup> July 2017.
- Officers have investigated what information is appropriate to monitor the performance of the scheme for officers of the Children and Young People Directorate and Members. The kerbcraft training is funded by and provided on behalf of Welsh Government. A performance management pro forma is provided to Welsh Government on a quarterly basis.
- The action plan requires a select committee to be nominated to monitor the ongoing performance of the kerbcraft scheme. Given the link to Monmouthshire's school children, officers consider the Children and Young People Select Committee to be the most appropriate committee to receive ongoing performance management reports. Welsh Government quarterly return will be collated on a six monthly basis and submitted to the Children and Young People Select Committee, Audit Committee and Cabinet. The return will be supplemented by a further document indicating which schools have received training and which are scheduled to receive training along with any commentary received from schools and parents relating to the kerbcraft training.
- Over and above the reports to the Children and Young People Select Committee, the action plan requires the Audit Committee and Cabinet to receive progress reports to ensure that the performance of the scheme has improved and risks reduced. A report was submitted to the Audit Committee on the 23<sup>rd</sup> November 2017 and a report to Cabinet is scheduled for 10<sup>th</sup> January 2018.
- Cabinet, on the 5<sup>th</sup> July 2017, amended the recommendation that the service remains within the Highways Section (Traffic and Road Safety unit) but robust reporting links be created between the Kerbcraft Team and the Children and Young People Directorate.
- Officers from the Highways Section and the Children and Young People Directorate have discussed how the reporting links and protocols will be managed.

### **Member Scrutiny:**

- In relation to paid staff providing Kerbcraft training, the Authority has one full time employee and two part time employees and these officers work term times.

- One of the issues that caused concern for the WAO was the number of volunteers which the Authority had available which equated to 80 volunteers. The authority is presently using six volunteers which are Disclosure and Barring Service (DBS) checked, and training is provided. No volunteers will be used until all of these checks have been undertaken.
- In relation to the schools, 16 have received the kerbcraft training. The aim is to ensure that all of Monmouthshire's primary schools, that choose to have the training, receive it by the end of the academic year.
- Training is being undertaken over a ten week period, in agreement with Welsh Government. The Welsh Government is satisfied with the Authority's training programme.
- In response to a question, the Head of Operations stated that he would check whether any schools had indicated that they would not be taking part in the kerbcraft scheme.
- It would be beneficial if the Select Committee received a further report to ensure that those primary schools that did want to receive the training have the opportunity to do so.
- The PCSOs are not formally a part of the procedure. However, the kerbcraft coordinator liaises with the local PCSOs and they often attend kerbcraft training events.
- In relation to the turnover of volunteers, this is anticipated as time progresses. However, as replacement volunteers come into the scheme, appropriate training will be provided.

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

- On behalf of the Select Committee, the Chair thanked the Head of Operations for bringing the kerbcraft scheme back on track and look forward to taking on this additional responsibility as a Select Committee, and also look forward to monitoring the success of the scheme, going forward.

## **9. Performance report 2017/18 Quarter 2**

### **Context:**

To scrutinise the 2017/18 quarter 2 performance information under the remit of the Children and Young People Select Committee, this comprises:

- Information on how the Authority is performing against a range of nationally set measures related to children's services used by all councils in Wales that were introduced in 2016/17 as part of the Social Services and Well-being Act.
- Report benchmarking data to demonstrate how the Authority performed during 2016/17 against the Welsh average.

### **Key Issues:**

The Council currently has an established performance framework, this is the way in which the Authority translates its vision - building sustainable and resilient communities - into action and

ensures that everyone is pulling in the same direction to deliver real and tangible outcomes. The framework was presented to the Committee in July 2017.

The report card explains Children's Social Services key process and performance in quarter 2 2017/18, as well as presenting benchmarking of performance in 2016/17. This comprises of data from the new measurement framework introduced in 2016/17 as part of the Social Services and Well-being Act. The performance measures are a blend of quantitative and qualitative data which includes asking people about their experience of social services and whether this has contributed to improving their well-being.

Welsh Government has highlighted that the first year of data collation (2016/17) of the Social Services and Well-being Act performance measurement framework has provided some challenges and some quality issues with the data and as a result, it has not published local authority level data performance data for 2016-17. Wales level, means and quartile data has been published which has allowed some benchmarking to be undertaken, although this is caveated in how much reliance can be placed on this given the quality issues raised.

There are ongoing discussions and workshops on potentially revising the standards and measures, as part of the framework in the future.

The qualitative measures within the framework are derived from questionnaires to children and parents that social services are working with at the beginning of September 2017. Therefore, at quarter 2, data may only be presented on one month of responses. Efforts are being made to increase the number of responses to the questionnaire for 2017/18.

Another important nationally set framework used to measure local authority performance is 'Public Accountability Measures' set by Data Unit Wales '. This includes some of the indicators for children's services that are part of the Social Services and Well-being Act measurement framework. This also includes measures relating to educational attainment and attendance from the academic year 2016/17 that are under the Select Committee's remit.

### **Member Scrutiny:**

- It was noted that there was a comments box on the questionnaire. The Data Analyst stated that she could look through the comments received from 16 / 17 year olds to see if there were any comments received that could be passed back to the service with a view to providing support for the young people.
- The questionnaire is only one way of engaging with young people who are in the looked after system, e.g., working with the Youth Service and ensuring that young people are heard via the Corporate Parenting Panel. Personal advisers work with each of the care leavers coming through the system. There has also been some additional Welsh Government investment into the personal advisor resource, this year.
- Concern was expressed that the percentage figures for 16 and 17 year olds and the percentages for the quarter 2 results in respect of every measure fell below the Wales average. It was noted that Officers had undertaken some evaluation regarding this matter, last year. However, the number of responses had been low but measures were being taken to try to increase the number of responses in order to obtain a more accurate assessment of the situation.
- In response to a question raised regarding Looked After Children and the stability of their schooling, it was noted that the service focusses on the best interest of the child, rather than focussing on the performance indicator.

- Following the latest drive for foster carers, more enquires are being received. However, it takes a period of time from the enquiry stage to getting a foster carer registered, before the foster carer is able to look after a child. A report will be brought to a future meeting of the Select Committee outlining progress regarding this matter. With regard to the figures, the Authority has a similar proportion of children in foster care but there is still a disproportionate number of those children in foster care within the independent fostering agencies.

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

- On behalf of the Select Committee, the Chair thanked the officers for presenting the report to Members.
- The next report will focus on the areas where the Directorate is still looking to improve upon in order for the Select Committee to monitor the effectiveness of the measures being put in place.

#### **10. Actions arising from the previous meeting**

We received the list of actions that had been completed arising from the Children and Young People Select Committee meeting held on 26<sup>th</sup> October 2017.

#### **11. Children and Young People Select Committee Work Programme**

We received the Select Committee's forward work plan. In doing so the Scrutiny Manager updated the Select Committee, as follows:

##### **Ordinary Meeting - 1st February 2018 at 10.00am**

- Budget Monitoring - Period 7.
- Chief Officer for Education self-evaluation report.
- Schools Funding Formula.

##### **Special Meeting – 24<sup>th</sup> January 2018 at 2.00pm**

- Pre-decision scrutiny of the Corporate Parenting Strategy.
- Children's Services Placements.
- Second Phase Family Support Review.

##### **Special Meeting – 13<sup>th</sup> February 2018 at 10.00am**

- Leisure Services for Young People.
- Support for Refugees.

##### **Additional item for the Work Plan**

- The Children and Young People Select Committee Work Programme to be updated to include scrutiny of the Donaldson report on successful futures, which is a whole scale review of the curriculum itself. Also, there is consultation being undertaken in relation to Estyn and how this will be affected as a result of the Donaldson report.

**12. Cabinet and Council Forward Planner**

We received the Cabinet and Council Forward Planner.

**13. Next Meeting**

The next ordinary meeting of the Children and Young People Select Committee will be held on Thursday 1<sup>st</sup> February 2018 at 10.00am.

There will be a special meeting of the Children and Young People Select Committee on:

- Wednesday 24<sup>th</sup> January 2018 at 2.00pm.
- Tuesday 13<sup>th</sup> February 2018 at 10.00am.

**The meeting ended at 12.21 pm.**

**PRESENT:** County Councillor S. Howarth (Chairman)  
County Councillor (Vice Chairman)

County Councillors: L.Brown, L.Dymock, M.Groucutt, P.Pavia and J.Pratt

Also in attendance County Councillor V. Smith:

**OFFICERS IN ATTENDANCE:**

Julie Boothroyd	Head of Adult Services
Claire Marchant	Chief Officer Social Care, Health & Housing
Wendy Barnard	Democratic Services Officer
Hazel Ilett	Scrutiny Manager
Sian Schofield	Management Information Officer
Tyrone Stokes	Accountant

**APOLOGIES:**

County Councillors R. Edwards and S. Woodhouse

- **Declarations of interest**

County Councillor P. Pavia declared a personal, non-prejudicial interest as Research and Policy Lead, ADSS Cymru.

- **Public Open Forum**

Mr. P. Farley, Chair of Chepstow Senior Citizens Welfare Trust was present in connection with agenda item 7 “Cabinet Member’s Draft Response to Aneurin Bevan University Health Board Consultation on Older Adult Mental Health Services.

- **To confirm the minutes of the previous meeting held on 30th October 2017**

The minutes of the meeting held on the 30<sup>th</sup> October 2017 were confirmed and signed as a true record.

**10. Medium Term Financial Plan 2018/19 to 2021/22 and Draft Budget Proposals 2018/19 for consultation**

**Context:**

- To highlight the context within which the Medium Term Financial Plan (MTFP) will be developed for 2018/19 to 2021/22.
- To agree the assumptions to be used to update the MTFP, and provide an early indication of the level of budget savings still to be found.
- To receive an update with the implications arising out of the provisional settlement announcement of Welsh Government.
- To consider the 2018/19 budget within the context of the four year Medium Term Financial Plan (MTFP) to be incorporated within the emergent Corporate Plan.
- To receive detailed draft proposals on the budget savings required to meet the gap between available resources and need to spend in 2018/19.

**Key Issues:**

The Select Committee scrutinised the Social Care, Health and Safeguarding budget proposals, as outlined in the report, which related to the Social Care, Health and Safeguarding Directorate Budget.



## **Member Scrutiny**

The report was introduced by the Finance Manager, noting that since the report was initially scheduled for consideration, final settlements have been announced. Members were informed that this and a Joint Select Committee, were opportunities to put forward ideas to alter the proposed budget. Questions were invited as follows:

A Member remarked on the increase to Council Tax of 4.95% and questioned if that proposal would remain as the final settlement was slightly better than expected. It was confirmed that this was the case to ensure the budget gap did not increase e.g. there was no addition to the settlement to cover the public sector pay increase.

The Chair asked if there was any possibility of exceeding 4.95% and it was responded that there were no proposals to do so. Elected Members were informed that English counties can set a higher precept as they have an adults' social care precept specifically for social care but that doesn't apply in Wales. It was explained that Council Tax is not the main source of income for the authority and that the bulk comes from the Welsh Government settlement. The impact of the Police precept was queried but it was confirmed that the authority just collects and pays the precept to the Police and town/community councils.

It was confirmed that work will now take place to see how the Council can bridge the funding gap; task groups will look at alternatives. The Chair asked when it will be known if and when the gap is fixed. It was confirmed that this information will be available in February. Members were reminded that 1% increase in Council Tax raises roughly £300,000.

A Member provided information that the final Welsh Government budget will not be finalised until next week so some changes may still occur. It was queried what impact the pay award would have locally in terms of the fragility of the local independent market. It was agreed that it is a burden but the increase to the Living Wage is welcomed in the care market as investment is needed to ensure an appropriate workforce. Discussions are in progress about the viability of using accommodation as an incentive to recruitment. It was also clarified that, in terms of the capital threshold issue, the authority has only 27% of the market as the rest are self-funding or funded through community health care. The strategy remains to encourage people to stay strong in the community.

A Member expressed concern about the authority's ability to deal with unforeseen events and requested more information on the approved reserve strategy. The Officer explained that our reserves are at the minimum Wales Audit Office recommended level and if they are spent, they have to be replenished. Therefore the money has to be well spent and recoverable for the future. It was added that there are always in-year demands referring to the forecast reports where overspends are predicted. These are balanced through underspends in other departments or via reserves.

A Member mentioned proposals to cut buses on a Sunday and expressed concern about the implications for public transport to hospitals and also to the development of the Crick Road facility. It was accepted that any variation will have an impact and it was agreed to pass the comment to the Head of Service.

It was commented that this was an opportunity to campaign against transport cuts due to reductions to Welsh Government grants citing the impact on wellbeing of future generations. It was confirmed that there were proposals for savings to the Adults Services budget for 2018/19 of £638,000 (budget reduction for social care next year within a strategy of practice change) and £536,000 thereafter to the end of the Medium Term Financial Plan. It was explained that there is no opportunity for income generation.

The Chair stressed the importance of quality impact assessment being added to reports.

The Chair asked if residents will retain quality of service through the changes. It was confirmed that this has been a transformation process supported by practice change based on a tiered system of the right support at the right time. This has proved successful due to the integrated platform and good training and staff; quality is not in question. It was added that the savings targets have been met and there are good quality staff. Assurances were given that due diligence is carried out before introducing new proposals.

#### **Committee Conclusions:**

On behalf of the Select Committee, the Chair thanked officers for presenting the report.

The Select Committee thoroughly scrutinised the budget proposals. Of concern was the proposal to make cuts to Sunday bus services and the Officer will provide this feedback to the Head of Service accordingly

The Select Committee expressed concern that the County always receives the least funding allocation and grants.

The Chair sought assurance and it was confirmed that quality of service is not currently an issue. All Officers were reminded of the importance of completing quality impact assessments to accompany reports.

- **Draft Capital Budget Proposals 2018/19 to 2021/22**

#### **Context:**

To scrutinise the proposed capital budget for 2018/19 and the indicative capital budgets for the three years 2019/20 to 2021/22.

#### **Key Issues:**

##### **Capital Medium Term Financial Plan (MTFP) issues:**

11. The four year capital programme is reviewed annually and updated to take account of any new information that is relevant.
12. The major component of the Capital MTFP for the next few years is completion of the Council's Tranche A Future schools programme. Colleagues are working through options in relation to a future Welsh Government Tranche B programme. No presumption has been made to add such costs into this next four year window as yet, as costs of proposals and their affordability are still to be established.
13. As part of the 2017/18 budget setting process, Members identified five additional priorities that had not been costed at the time of budget setting, but for which they added an un-hypothecated borrowing assumption of £500,000 per annum to the 2017/18 budget.
14. During this year, some of those scheme costs have crystallised and the following indicates the related presumption within the capital programme together with an indication of the revenue consequences. In all cases an asset life of 25 years has been presumed:
  12. Monmouth Pool – commitment to re-provide the pool in Monmouth as a consequence of the Future Schools Programme, £7.3 million project afforded by £1.9 million Future Schools Programme, £985,000 Section 106 funding, core treasury funding in the region of £835,000, and £3.58 million prudential borrowing afforded by the Leisure Service through additional income predictions.

13. Abergavenny Hub – commitment to re-provide the library with the One Stop Shop in Abergavenny to conclude the creation of a Hub in each of the towns. £2.3 million.
14. Disabled Facilities Grants – the demand for grants is currently outstripping the budget, work is being undertaken to assess the level of investment required to maximize the impact and benefit for recipients. Members ultimately chose to put a one year commitment of £300,000 into the base capital programme in 2017/18.
15. City Deal - 10 Authorities in the Cardiff City region are looking at a potential £1.2 billion City Deal. Agreement to commit to this programme is being sought across the region in January 2018 and would impact on the capital MTFP. The potential impact on individual authority budgets is currently being modelled in advance of decisions on specific projects and profiles in order for authorities to start reflecting the commitment in their MTFPs. The potential is for the 10 authorities to provide collectively £120 million over time, with individual contributions being reflective of populations. Monmouthshire’s indicative liability during the forthcoming capital MTFP is likely to be:

Contributions predicted during forthcoming MTFP window:

Year	Amount
2018-19	£83,000
2019-20	£482,000
2020-21	£472,000
2021-22	£729,000

Contributions predicted following the MTFP window:

2022-23	£729,000
2023-24	£1,207,000
2024-25	£1,206,000
2025-26	£1,206,000
2026-27	£1,206,000
Total	£7,320,000

MRP is presumed to start in the year after the contribution is made.

16. J and E Block – the office rationalization programme is being considered to see if there is a solution that would enable the Magor and Usk sites to be consolidated, releasing funding to pay for the necessary investment to bring the blocks into use. The current presumption included in Treasury figures is £1.4million expenditure with MRP starting in 2020/21. No revenue savings from central accommodation or the Magor building have been presumed in the capital modelling, as those savings are unlikely to be realized until that building is vacated.
- A strategy that enables the core programme, Future Schools and the above schemes to be accommodated is being developed. Notwithstanding this, there will still remain a considerable number of pressures that sit outside of any potential to fund them within the Capital MTFP and this has significant risk associated with it. Cabinet has previously accepted this risk.

- The current policy is that further new schemes can only be added to the programme if the business case demonstrates that they are self-financing or the scheme is deemed a higher priority than current schemes in the programme and therefore displaces it.

In summary the following other issues and pressures have been identified:

- Long list of back log pressures – infrastructure, property, DDA work and public rights of way. None of these pressures are included in the current capital MTFP, but this carries with it a considerable risk.
  - In addition to this, there are various schemes / proposals (e.g. Alternative Delivery Model for Leisure, Tourism and Culture Services, Tranche B Future Schools, any enhanced DFG spending, waste fleet vehicle replacement, community amenity site enhancement) that could also have a capital consequence, but in advance of quantifying those or having Member consideration of these items, they are also excluded from current capital MTFP.
  - Capital investment required to deliver revenue savings – this is principally in the area of office accommodation, social care, property investment and possibly Additional Learning Needs. The level of investment is currently being assessed. However, in accordance with the principle already set, if the schemes are not going to displace anything already in the programme then the cost of any additional borrowing will need to be netted off the saving to be made.
  - The IT reserve is depleted so funding for any major new IT investment is limited. Any additional IT schemes will need to either be able to pay for themselves or displace other schemes in the programme.
13. Base interest rates were increased by 0.25% to 0.5% on 2<sup>nd</sup> November 2017. That pressure is more likely to be felt in the Revenue MTFP as it will increase the cost of borrowing over time. However, it may also impact adversely upon the viability of capital business case developments and their ability to demonstrate self-affordability. Given this very recent change, it hasn't been possible to fully work through the consequences in the initial revenue and capital MTFP. That will instead manifest itself through the budget setting process.

### **Member Scrutiny**

The Finance Manager introduced the report and drew Select Committee Members' attention that any new capital items would have to be self-financing or displacing an existing scheme. Questions were invited:

The Chair sought clarification about the use of the former caretaker's bungalow at King Henry VIII Comprehensive School and it was confirmed that the building has been taken over as a Contact Centre. This used mainly capital funding.

It was noted that there were no other projects for consideration.

### **Committee Conclusions:**

The Chair, on behalf of the Select Committee thanked the Officer for presenting the report and responding to questions.

The Select Committee considered the capital budget assumptions and priorities affecting the Adults Select portfolio area and noted that there were no other capital projects under consideration.

## **14. Cabinet Member's Draft Response to Aneurin Bevan University Health Board Consultation on Older Adult Mental Health Services**

### **Context**

To present a draft Monmouthshire County Council response to the Aneurin Bevan University Health Board (ABUHB) consultation *Redesigning Mental Health Services for Older People* for scrutiny, requesting that Members provide comments to inform the final response to be presented to Council on the 18th January 2018.

### **Recommendations**

That Select Committee scrutinise the attached draft consultation response (Appendix A) and makes recommendations as appropriate.

### **Key Issues**

1. ABUHB approved recommendations at its Board meeting on 27th September 2017 to enter into formal public consultation a preferred option for the redesign of older adult mental health services.
2. The public consultation process was agreed between ABUHB and the Community Health Council to run between November 2017 and January 2018.
3. The ABUHB consultation document is included as Appendix B to this paper. The consultation sets out a vision for older adult mental health services and describes the challenges faced by the Health Board in recruiting a registered mental health nursing workforce to safely provide quality inpatient services. The consultation advises of urgent changes to services that were made in January 2016 to ensure that safe services could be provided. The consultation then sets out and appraises a number of options for future service provision. There is a preferred option described in the paper, to consolidate the number of older adult mental health wards, to 3 dementia wards and 1 functional mental health ward. This option would mean that dementia inpatient services would no longer be provided from St Pierre Services at Chepstow Community Hospital. This would mean that people from Monmouthshire requiring this service would access either St Woolos Hospital or Ysbyty Tri Chwm Hospital in Ebbw Vale.
4. Monmouthshire County Council Members have actively engaged in the ABUHB consultation process. In addition to an all Member seminar, there have been a number of public engagement meetings well attended by Councillors. At the all Member seminar, and in public meetings, a number of concerns have been raised regarding the consultation proposals, the lack of consideration in the options appraisal to Monmouthshire's demographics – current and projected- and prevalence of mental ill health. Concerns have also been consistently raised regarding transport and access issues, the impact on carers, lack of detail around investment in enhanced community services and the impact of service withdrawal on the viability of Chepstow Community Hospital. These concerns mean the consultation response is not supportive of the preferred option. It is proposed that Council expresses a view that a more robust option appraisal is undertaken considers fully all relevant information, and puts in place a plan for quality older adult mental health services – community and inpatient which meet the needs of current and future generations.
5. Notwithstanding the consultation response, it is important to emphasise the absolute commitment of Monmouthshire County Council to work in partnership to deliver integrated health and social care services. The commitment of the Health Board to a positive future for Chepstow Community Hospital, and the work being taken forward to plan for service provision in South Monmouthshire through the group co-chaired by the Chief Operating Officer, ABUHB and the Chief Officer, Social Care and Health, Monmouthshire County Council is welcome. To instil confidence, it needs to deliver detail of how primary and community health, social care and wellbeing services will be enhanced, making best use of the hospital and other physical assets.

### **Member Scrutiny:**

The draft response was introduced by the Chief Officer, Social Care, Health and Safeguarding explaining that the draft consultation response reflected members' views expressed at a seminar. The Cabinet Member acknowledged that this was a significant recommendation, and the decision to present the draft response has not taken lightly. The response identifies the severity of feeling about the proposals and everybody's views and ideas are welcomed. Questions and comments were invited.

A Member thanked the officers Elected Members and the public, for their involvement and also commented that it was an excellent report that reflected what the public are saying. It was added that

the future of Chepstow Hospital for the south of the county (and for Monnow Vale for the north in terms of travelling to services) is a significant issue. The County Council were urged to support the draft response.

A Member had personally sent a detailed response to the ABUHB and was pleased the Council was arguing against the preferred option and urged support of Option 1. This option avoids the issue of no provision in Monmouthshire where there is a higher than average percentage older population, would reduce the stress on patients, families and carers in terms of travelling, prevents under-utilisation of Chepstow Hospital and has the benefit of staff already being in place. The view was added that Option 3 is not practical in terms of limited public transport and car parking. If the ward was closed, concern was expressed that 7 dementia beds in the region would be lost overall, there will be insufficient inpatient care for dementia patients. Chepstow patients may have to travel to Ebbw Vale or Ystrad Mynach. The Health Board were urged to take account of the stress on carers adding that the resultant strain will absorb the projected savings.

The Chief Officer welcomed the view of Select Committee Members regarding positive identification of Option 1.

Mr. P. Farley valued the remarks made. He expressed his displeasure with the quality of Health Board engagement and provided examples of shortcomings. Accordingly, he asked that the following points were considered for the Council's response:

1. An offer to work together on future consultations, and at an earlier stage, adding that, at a recent event there had been no opportunity hear information e.g. the good work undertaken by Adults Services.
2. An offer to help with staff recruitment and retention by e.g. offering favourable access to leisure services or use of underused housing to meet staff accommodation requirements.
3. In terms of transport, it was questioned if the Council, as a transport provider, could influence services and support the amendment of routes, in collaboration with other councils, as necessary, to improve public transport to hospitals.
4. How the south of the county becomes engaged in such issues in future. There is no accessibility for particular age and other groups to consultation as there is no forum for older people in the south of the county (unlike Monmouth and Abergavenny). The support of Chepstow Senior Citizens Welfare Trust was offered in this respect.

A Member felt the report was good, noting the initial focus was clinical safety and challenges of future workforce planning but there is no focus on improving services. It was agreed that transport is a massive challenge and that workforce is a national issue. It was suggested that the Health Board has responsibility as a commissioner of educational posts and staff training. The Health Board, in preferring Option 3, refers to savings to reinvest in local services but it was the Member's view that whilst this would not necessarily disappear into the new SCCC, there was reticence to confirm that it would be allocated to the south of county. It may, therefore, be used to address pressures elsewhere in the region. The Member recommended that, as the Council wasn't involved in the initial option appraisal, it's not in a position to endorse any option. It was suggested that there should be a start from scratch on an integrated approach with involvement in the developmental process.

The Member suggested that Option 1 should be included in the response to work towards but that there should be better consultation on option appraisal. It was observed that there is a need to define the local offer before any service is added or removed.

A Member agreed that it is necessary to return to foundations with the Health Board and Council working in harmony from the start.

The Cabinet Member questioned why Chepstow has been chosen instead of other areas.

A Member commented that the Health Board had reported, at a ward residents' meeting, that the Council is formulating a plan for transporting patients. The Member supported Chepstow Hospital as a Centre of Excellence instead of St. Woolos Hospital. The Chief Officer responded that the Council is involved in forming transport plans and had hoped to attract integrated care funding with resource from the Health

Board that would be added to the integrated transport structure. The Health Board accepts that, with all changes re SCCC, it needs to have a transport plan but it is not just for the Gwent region Councils to resolve in isolation.

A Member raised the issue of loneliness and isolation, especially in rural areas and linked it to the stress encountered by carers who may not have the support of family or friends. The availability of local services and the ability to visit relatives locally can provide relief so it is important not to underestimate demand for local health services where there is need and advocated Option 1 adding that Option 3 has not been adequately considered.

A Member observed that the Health Board approach has been wrong from the start and did not support an unsustainable proposal that will negatively impact the quality of life.

A Member questioned what happened between the Clinical Futures meeting on the 8<sup>th</sup> September 2017, the Lower Wye Area Committee Meeting on the 20<sup>th</sup> September 2017 and the proposals to make changes on the 27<sup>th</sup> September 2017. The Member supported Option 1 to retain the status quo temporarily to allow broader consideration of dementia care linked to the proposed Crick Road provision.

The Chair recalled that previous scrutiny called for a long-term, county wide strategy on dementia care and suggested this could be included in the draft response to Council.

**Committee Conclusion:**

Having carefully scrutinised the draft response to the Aneurin Bevan University Health Board (ABUHB) consultation Redesigning Mental Health Services for Older People, we firmly support Option 1 as our preferred option due to the reasons outlined below:

1. Challenging transport issues in the County's rural areas will present significant problems and detriment to older people.
2. The process undertaken to reach the decision on options did not sufficiently involve the County Council.
3. Previous scrutiny of older person's care needs resulted in the following recommendation for a longer term model: "As a committee, we are in agreement with the principle that the Council should take a lead in providing a future long-term sustainable care model for Monmouthshire. Given the success of the Raglan Project, we understand the advantages of the Council providing care facilities to ensure a high quality service. We recognise that our primary objective remains to support people to live independently for as long as possible, but that a range of services will be needed to support future complex care needs such as dementia, given the increasing ageing population." [Adults Select Committee: 30th October, 2017].

As such, bearing in mind the above remarks, we were strongly of the opinion that a poor decision would be made and outcomes could not be supported.

• **Performance Report: Adults Services (quarter 2)**

**Purpose:**

To present the 2017/18 quarter 2 performance information under the remit of Adults Select Committee, this comprises:

- Information on how we are performing against a range of nationally set measures related to adult services used by all councils in Wales that were introduced in 2016/17 as part of the Social Services and Well-being Act. A report card has been used that gives context to these.
- Report benchmarking data to demonstrate how we performed during 2016/17 against the Welsh average.

- To present information on how the Council is performing in 2017/18 against national performance indicators “Public Accountability Measures’ set by Data Unit Wales that are under the remit of Adults Select Committee.

### **Recommendations**

That Members scrutinise how well the authority is performing on these range of nationally set measures and seek clarity from those responsible on whether performance can improve in any areas of concern identified.

### **Key Issues**

1. The council currently has an established performance framework, this is the way in which we translate our vision - building sustainable and resilient communities – into action and ensure that everyone is pulling in the same direction to deliver real and tangible outcomes. The framework was presented to the Committee in July 2017, further information on the council’s performance framework for members is available on the Council’s intranet, The Hub.
2. The report card explains Adult social services key process and performance in quarter 2 2017/18 as well as presenting benchmarking of performance in 2016/17. This comprises of data from the new measurement framework introduced in 2016/17 as part of the Social Services and Well-being Act. The performance measures are a blend of quantitative (numerical) data and qualitative data which includes asking people about their experience of social services and whether this has contributed to improving their well-being.
3. Welsh Government have highlighted that the first year of data collation (2016/17) of the Social Services and Well-being Act performance measurement framework has provided some challenges and some quality issues with the data and as a result they have not published local authority level data performance data for 2016-17. Wales level, means and quartile data have been published which has allowed us to undertake some benchmarking, although this is caveated in how much reliance can be placed on this given the quality issues raised.
4. There are ongoing discussions and workshops, which we have been part of, on potentially revising the standards and measures as part of the framework in the future.
5. The qualitative measures within the framework are derived from questionnaires to adult service users and carers that social services are working with at the beginning of September. While we continue to send out adult questionnaires monthly from April, questionnaires are sent to carers starting at the beginning of September, therefore at quarter 2 we are only able to present data on one month of responses.
6. Another important nationally set framework used to measure local authority performance is ‘Public Accountability Measures’ set by Data Unit Wales ‘.This includes some of the indicators for adults services that are part of the Social Services and Well-being Act measurement framework as set out in the scorecard. Appendix 2 contains the performance in quarter 2 2017/18 for further performance indicators related to Homelessness and Disabled Facilities Grants that are part of this framework and are under the committee’s remit.

### **Member Scrutiny:**

The Performance Report for Adult Services was presented and questions invited:

A Member, with reference to safeguarding, challenged the downturn in performance for delayed transfer of care (DTC) speculating that the reason is related to an inability to find carers and questioned strategy to resolve the decline.

The Head of Adult Services explained that the DTC figures can be considered an artificial measure gathered on a census day once a month across the authority. This is a trend line which is analysed and reviewed daily. It was acknowledged that there have been difficulties in recruitment of staff and within partner agencies. Consequently, the hours in the system awaiting allocation have been monitored very closely. It was explained that the model of support for moving people from hospital has been in place for 15 years and there are 2 staff members in the Royal Gwent and Nevill Hall Hospitals who make arrangements to move people to their next destination and monitor numbers in hospital requiring ongoing care. Often this is at home but a stoppage point can be transfer to residential homes due to e.g. availability or where care is moved from the council to continuing health care. Attention was drawn to the wider partner context which demonstrate our DTC statistics are significantly lower compared to those cared for at home.



A Member raised the serious issues with care staff recruitment and questioned what strategies are being employed to address this issue. It was responded that this is an ongoing and worsening problem. More information will be brought to Select Committee on the Turning the World Upside Down strategy working with the independent care sector working towards a relationship based care model. Work has begun in the Chepstow area bringing care teams together to maximise opportunities to share care which is much more effective. Additionally, adverts to recruit carers have been posted under a social care and health banner which has proved more successful. It was added that in the longer term, there are plans to introduce a "Dare to Care" campaign to e.g. have a social and health care academy across Gwent and attract people to the sector.

A Member queried the carers and adults questionnaires and changes in percentages from one year to the next. It was confirmed that there has been a change to questions asked (from less service based to more "what matters to you" etc.) to elicit more useful insights and encourage more honest appraisals.

County Councillor P. Pavia declared an interest as Research and Policy Lead, ADSS Cymru. He questioned 1) the early impact of the Social Care and Wellbeing Act especially on users and carers in terms of reducing assessment levels and 2) Disabled Facilities Grant (DFG) the likely reduction in time to deal with applications. It was responded that a lot of the data is tracked and the drop in referrals for support is substantial allowing more concentration on people with more complex needs or frailty. Other people are being supported through wellbeing work. Regarding DFG (for larger adaptations), it was confirmed that there has been a steep fall in average time taken. These applications are implemented by referral to the Housing Department. The steep fall from last year was welcomed. A reminder was provided that there is an extra £33,000 in the DFG programme next year.

#### **Committee Conclusions:**

The Select Committee scrutinised how well the authority is performing on a range of nationally set measures by seeking clarity from Officers on whether performance could be improved in:

- Delayed Transfer of Care;
- Recruitment of carers;
- Disabled Facilities Grant; and
- Feedback from carers.

The Select Committee was generally satisfied with the responses provided and reassured regarding performance.

The officers were thanked for their presentation and responses.

### **8. Actions from the last meeting**

The Actions from the last meeting were noted.

The Council's statutory and non-statutory responsibilities were circulated, and also a breakdown of grant spending.

### **9. Adults Select Forward Work Programme**

The Work Programme for 23<sup>rd</sup> January 2018 was too large and amended to include the following items:

- Empty Homes Update.
- Gypsy and Traveller Pitch Allocation Policy
- Safeguarding performance and self-evaluation.
- Melin Private Leasing Scheme

A Special meeting on 8<sup>th</sup> February 2018 at 10.00am was proposed with items to include:

- Care Closer to Home (to be confirmed)
- Turning the World Upside Down
- Re-designation of Shared Housing Accommodation

A Special Joint Children and Young People's and Adults Select Committees was proposed later in February to consider the following items:

- Area Plan
- Disability Transformation Work

Information on work on outreach to address and support people suffering rural isolation and loneliness was requested in terms of initiatives and good practice. Some background information will be provided and contact with workers in the field will be made available. The importance of communities and linking people with natural connectors was agreed.

**10. Council and Cabinet Work Planner**

The Council and Cabinet Work Planner was noted.

**11. To confirm the date and time of the next meeting as Tuesday 23rd January 2018 at 10.00am**

**The meeting ended at 12.20 pm**

**PRESENT:** County Councillor J.Pratt (Chairman)  
County Councillor A. Webb (Vice Chairman)

County Councillors: A.Davies, L.Dymock, L.Jones, R.Roden,  
V. Smith and A. Easson

Also in attendance County Councillor(s): P. Murphy

**OFFICERS IN ATTENDANCE:**

Carl Touhig	Head of Waste and Street Scene
Roger Hoggins	Head of Operations
Richard Jones	Policy and Performance Officer
Dave Loder	Finance Manager
Jonathan Davies	Central Accountancy Finance Manager
Hazel Ilett	Scrutiny Manager
Paula Harris	Democratic Services Officer

**1. Apologies for absence**

None.

**2. Declarations of Interest**

None.

**3. Open Public Forum**

The Committee was joined by Mr Peter Sutherland, Woodside resident and member of Llanbadoc Community Council. Mr Sutherland raised the following issues;

- Usk Hub – an event had been arranged for the 11<sup>th</sup> January with the community council clerk only receiving an email advising of this on the 9<sup>th</sup> January, it was asked that in future more notice was given.
- Usk Island Carpark – concerns that the area is rapidly filling up, a mobile home has appeared and a lorry is permanently parked inside the enclosure.
- Usk Gasworks – little consultation as a community council has taken place and the community councillors are being asked questions by residents. It was also asked that at the end of the work could a consultation on shared space be considered.
- Speeding through Llanbadoc – although pleased to see the 20 mph speed has been applied in Usk, Mr Sutherland would appreciate an update on speeding issues.

The Scrutiny Manager advised that work is being done by Officers on the County wide road safety policy and will be able to reconvene the task group after speaking to partner agencies.

**4. To confirm minutes of the previous meeting held on 16th November 2017**

The minutes of the previous meeting were accepted and duly signed by the Chair.

## **5. Action list**

Member of the Committee spoke of their dissatisfaction with responses from People Services regarding questions asked at a previous meeting when they presented their annual report.

It was felt that the responses did not definitively answer the questions raised and Members felt the fact they were emailed internally did not lend itself to transparency with the public.

The Chair of the Committee advised that she will be writing to the Head of People Services requesting that they return to the Committee for further scrutiny and clarity on issues previously raised by Members of the Committee.

## **6. Performance Report - Quarter 2**

### **Context:**

To present information on how the Council is performing in 2017/18 against nationally set performance indicators that are under the remit of Strong Communities Select Committee.

### **Key Issues:**

The council currently has an established performance framework, this is the way in which we translate our vision - *building sustainable and resilient communities* – into action and ensure that everyone is pulling in the same direction to deliver real and tangible outcomes. The framework was presented to the Committee in July 2017, further information on the council's performance framework for members is available on the Council's intranet, The Hub.

Performance data and information is essential to our performance framework to track and evaluate the progress being made. The performance data used comprises a range of nationally set performance frameworks across various services and locally set indicators that services have developed to evaluate their performance.

One important nationally set framework used to measure local authority performance is 'Public Accountability Measures' set by Data Unit Wales. Appendix 1 contains the performance in quarter 2 2017/18 for the performance indicators that are part of this framework and are under the committee's remit.

The table in Appendix 1 provides trend data for each indicator, the target set, the performance so far in 2017/18 and comments providing further explanation and context of the performance. The indicators are also benchmarked annually compared to other Councils in Wales and the latest quartile ranking from 2016/17 is included, where available and applicable. This quartile ranking was reported to full Council in September 2017 as part of the Stage 2 Improvement Plan 2016/17. Due to the nature of some indicators data is only collated on a six monthly or annual basis. While there are some new indicators included as part of this set which have limited performance data available at this stage.

The Council is currently developing a Corporate Plan that will bring together a wide range of evidence, including from the well-being assessment and council's well-being objectives and statement 2017, to set a clear direction for the Council along with the resources required to

deliver it. Once completed the Corporate Plan will form the framework for future performance reporting.

This performance report is supplementary to a range of performance reports select committee already receive or have requested as part of their work programme. Some activity measured by the Performance Indicators cross cuts select committee remits. These indicators are reported to the most relevant committee.

### **Member Scrutiny:**

Members stressed the need for ease of access for this information.

The level of staff absence was a major concern to members of the committee and asked that People Services were invited back to address the committee on this issue.

It was asked how often members of staff were officially visited while on long term sick leave.

A member asked if agile working added to the levels of stress for members of staff.

It was asked if there is a standard holiday allowance for members of staff.

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

Members scrutinised the performance of the nationally set indicators to assess progress and seek clarity from those responsible on future activities or whether performance can improve in any areas of concern identified.

Particular concerns were raised regarding staff absence due to sickness and felt it imperative that People Services return to the committee to respond to the Committee's concerns.

## **7. Seasonal Garden Waste**

Context:

This report seeks approval to alter the garden waste collection service from 12 months to 9 months from April 2018. This will take into account the seasonal nature of garden waste and align the costs of collection to income generated.

Key Issues:

The collection of garden waste is non-statutory duty and the Council have made a charge for this service since 2013. The Council is able to recover the full costs of collection and administration of the service but not treatment and disposal.

Garden waste is co-collected with food waste at present but changes in contractual arrangements for treatment for food and garden waste mean that this can no longer continue.

From April 2018 the garden waste trucks will only pass customers houses and will no longer need to drive door to door. This standalone service allows us to accurately predict costs of delivering the service based on the existing customers and will also allow us to offer a seasonal service.

The charges for the provision of the service have risen from £8 to £18 over the last five years. The proposed charge for 2018/19 agreed through Fees and Charges Report is £18.45. The increased cost for 2017/18 saw the largest number of complaints and biggest reduction in service uptake since the scheme began. Many customers suggested a seasonal service would be better than the 28% increase in costs and that any future increases should be in line with standard council indexation. There is a substantial drop in usage of the service during the winter months and anecdotal evidence suggests this could be as low as 10% weekly set out rate from December to March. Torfaen and Newport operate a seasonal collection service for garden waste and report no additional issues of flytipping or increased usage of household waste recycling centres during this period.

A programme of work was designed with systems, contact centre, hub staff and customers in mind so that we can alleviate the pressure of trying to renew or register circa 12000 customers. Last year the contact centre had restricted leave during the renewal period, average handling times of 8 minutes, (maximum was 58 minutes) and approximately 200 calls per day to try and manage. Two additional agency staff were paid for from Waste and Street Services budget over the busiest period.

This year our aim is to contact existing customers in batches from the end of January which allows us 2 weeks per batch, ahead of April new permit period. We have reduced the agency staff requirement based on the plans to batch renew customers and are only looking for one additional agency staff and are working closely with contact centre and hubs to try and manage the demand. We have both listened to customer feedback, and made changes to try and alleviate the pressures that sending 12,000 renewals out at one time have caused in previous years.

### **Member Scrutiny:**

A Member applauded the scheme as a well thought out piece of work to save money.

A Member suggested that a frozen price of £18 for two years would be more acceptable to the public.

December to March were felt to be the best months to suspend the service.

It was asked if all costs were covered by the fee charged.

A Member asked if green waste fly tipping may become an issue going forward.

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

Members agreed to approve the move to seasonal garden waste collections March 1st to November 30<sup>th</sup> and agreed the £40,000 budget saving in 2018/19.

Members agreed to maintain the current price of £18 per permit.

Concerns were raised that fly tipping needs to be monitored.

## **8. Budget Scrutiny - Revenue Budget Proposals**

### Context:

To highlight the context within which the Medium Term Financial Plan (MTFP) will be developed for 2018/19 to 2021/22.

To agree the assumptions to be used to update the MTFP, and provide an early indication of the level of budget savings still to be found.

To update Members with the implications arising out of the provisional settlement announcement of Welsh Government.

To consider the 2018/19 budget within the context of the 4 year Medium Term Financial Plan (MTFP) to be incorporated within the emergent Corporate Plan

To provide detailed draft proposals on the budget savings required to meet the gap between available resources and need to spend in 2018/19, for consultation purposes.

### Key Issues:

Members will know that we have faced and will continue to face significant financial challenges. Over the last four years, the Council has had to manage £19.1 million of savings from its service budgets, whilst additionally also taking advantage of the cashflow savings effect of revising its capital finance arrangements of circa £3.3million. Funding from Welsh Government has reduced over the period and austerity looks set to continue for the foreseeable future. At the same time pressures on the budget have been increasing in terms of demographic growth, demand and expectations in children's services, contract price inflation and redundancy costs.

Whilst setting the budget annually within the context of a MTFP, the development of multiyear budget proposals has been a challenge. An ongoing forecast resource gap is being predicted however with the absence of future year's indicative settlements from Welsh government, planning for the future is challenging.

The *Future Monmouthshire* work programme recognizes that the challenges faced by the County and Council are not limited to financial pressures, but these should be seen in the round with other significant challenges. Taking a holistic approach to this work will ensure that the needs of our communities that we serve are put first within the financial constraints that we operate.

The year end position for 2016/17 and the current year monitoring continues to demonstrate the tightening of our financial position. The reports also assess the delivery of the savings we have previously identified. Overall the outturn position for 2016/17 delivered a small surplus, and meant that there was a minor opportunity to replenish some of our reserves.

A review of the earmarked reserves position was undertaken in June 2016 and agreed by Cabinet on 6th July 2016. The report highlighted that as reserves have been used extensively and there is less opportunity to replenish reserve balances as budgets get tighter, ear marked reserves need to work harder to help the Authority through the financial challenges and risks it faces. Reserves should not be used to plug the funding gap and fund on going expenditure, they are needed to help with one off costs to invest and transform services so that they can operate within a reduced financial envelop. Having clearer protocols and responsibility assigned can help to ensure the return from the use of reserves in the future is maximised.

Member Scrutiny:

It was asked if we offer advice to local community councils when setting their precept.

The fact that town and community councils are not capped was raised as an issue by a Member.

A Member voiced frustrations that public perception is that Monmouthshire County Council is 'rolling in money' and asked that figures and examples are readily available to members of the public to raise awareness.

A Member said that local councils could and should take on more responsibilities.

The Cabinet Member for Resources joined the meeting at this point to speak on the budget setting and advised there will be a joint select committee meeting to allow scrutiny.

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

The Committee understand there will be further work to be done on the budget before it comes to joint scrutiny.

#### **9. To exclude the press and public from the meeting during the consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information**

#### **10. Budget Scrutiny - Capital Receipt Forecast Appendix**

The Committee provided scrutiny on this item.

#### **11. Strong Communities forward work programme**

Members noted the work programme.

Members were asked to note the date of the Special Meeting on the 26<sup>th</sup> Feb 2018.

#### **12. Cabinet & Council forward work programme**

Noted.



13. Confirm date and time of next meeting as 15th February 2018 10am - pre meeting at 9.30am

The meeting ended at 12:40pm

**Monmouthshire County Council**

**Directorate of Children and Young People**

**Schools Budget Forum Meeting Minutes**

**Minutes of the Meeting held on Thursday 18<sup>th</sup> January 2018**

**4.30 pm at Innovation House Magor.**

**Present:**

**Messrs:** Mr W. McLean, County Cllr M. Groucutt, Mr S. Rees (substitute for Mrs S. Gwyer-Roberts), County Cllr R. John Mr P. Nurcombe and Mr S. McLester.

**Mesdames:** Mrs A. Waters (Chair), County Cllr M. Powell, Mrs S. Wright, Mrs E. Lewis, Mrs B Randall Mrs L. Greensmith, Mrs M. Harris, Mrs A. Crossland and Mrs N. Sutherland.

**Advisors:** Mrs N. Wellington, Mr S. Hughes, Mr A. Evans and Mr M. Jay.

**Also Present:** County Cllr P. Murphy for item 5.

**1. Welcome and introductions.**

We welcomed members and introduced ourselves.

**2. To agree the minutes of the meeting held on the 23<sup>rd</sup> November 2017.**

After adding Mrs E. Lewis to the attendance, these were agreed and signed as a true record.

**3. Matters arising.**

There were no matters arising.

**4. To receive apologies and consider consent.**

We received apologies from: Mrs S. Gwyer-Roberts, Mr S. King, Dr A. Daly, Mrs C. Whittaker, Mrs A Holloway, and Mr P. Wilding. Consent was provided for these.

**5. Budget 2018-19 presentation and discussion.**

We welcome County Cllr P. Murphy. The following points were discussed as part of the presentation:

- Over the last 5 years MCC has made saving of £23m, and managed pressures of £15m.
- The settlement for 2018 -19 was again disappointing with MCC having the lowest funding per capita.
- We noted the proposal to increase council tax by 4.95%.

- We understand that the current proposals are to see a further growth in social care budgets, school funding will be a priority and maintained at 2017-18 levels.
- There is a continued commitment to pay the living wage.
- There is a commitment to maintain local services and drive for service efficiencies.
- The summary position is that we were modelling a gap of £4.8m, this included pressure of £2.8m. However we have already seen savings come forward of £3m.
- The education investments are:

• <i>ALN New Bill</i>	£121,000
• <i>Exam Fees for Secondary</i>	£167,000
• <i>Pay Award</i> 1%	£387,000
• <i>Total</i>	£675,000

- The education savings are:

• <i>Federation model</i>	£32,000
• <i>TTO</i>	£95,000
• <i>5% efficiency on S&amp;S</i>	£132,000
• <i>Premature Retirement</i>	£50,000
• <i>Total</i>	£309,000

- Once these were factored in there was a small shortfall, however since then, they non-teaching pay award has been announced at 2%, the budget model assumed 1%, and the latest forecast for 2017-18 indicated recurring pressures of £1.6m.
- There are a number of areas we are working on, including, procurement, high cost placements, fees and charges, grant opportunities and community and home to school transport.
- We noted the high capital investment in our two new schools with a commitment to develop proposals for the other two. This will be matched funded by Welsh Government.
- We discussed and noted the other pressures on the capital programme.
- We understand the consultation process on the proposals finishes on the 31<sup>st</sup> January, with the final budget being set on the 1<sup>st</sup> March.
- We were then asked for questions.

We discussed the procurement process and how this could be made simpler to ensure value for money and ease of process.

Members asked about flat line budgets and the cabinet member said that they were trying to support schools, but given the recent pressures there is no guarantee that this may not need to be considered.

Members asked about the options around term time only payments, the Chief Officer said that there are a number of opinions to be considered, and these would need extensive consultation with both staff and unions.

We raised the issue of grants available to schools and one Headteacher shared her success in obtaining £9,600 from Gwent Now. The finance manager also said that she would be meeting with the MCC grant officer to see if there is anything that schools are able to apply for.

We thanked the Cabinet Member for his presentation and agree to feedback any further questions and ideas we have.

## 6. Month 7 Forecast.

We noted that the following:

School balances at the beginning of the financial year amounted to £269,000.

The Schools budgeted draw upon balances is forecasted to be £877,000 for 2017/18, therefore leaving £608,000 as a forecasted deficit closing reserve balance.

At Month 7, the collective forecasted call on reserves amounted to £823,000, leaving schools with a projected overall deficit of £554,000 – an improvement on the budgeted position of £54,000.

This forecasted position is £126,000 worse, however, than anticipated at the Month 2 stage.

With regard to schools in a deficit, we had 12 schools at the start of the financial year. At Month 7, we anticipate that 12 will be in deficit at the end of this financial year although these are different schools.

While this is a concern, schools are working closely with the LA to manage recovery plans and to ensure that they are taking steps to reduce the deficit.

We understand that schools have started to draft their budgets for 2018-19 and a further update will be provided later.

**7. To receive a briefing paper on the Creditors SLA for 2018-19.**

We are concerned that the costs have risen steeply for this SLA. The members had a number of questions regarding this and therefore agreed to ask the service manager to the next meeting.

**8. To receive and discuss the response from Mr N. Ramsay.**

We were pleased to receive a response and were grateful of his support. We understand that he cannot attend our meeting in March, but the Chair agreed to write to him to see if he could come to the meeting in June. County Cllr John agreed to take any questions back to Mr N. Ramsay.

**9. Items for the next agenda.**

Creditor payments – SLA

**10. Date of the next meeting:**

- 15<sup>th</sup> March 2018 – 4.30pm Innovation House Magor
- 14<sup>th</sup> June 2018 – 4.30pm County Hall Usk. – Please note date change

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

County Councillors: D. Dovey, A. Easson, J. Higginson and R. John

Also in attendance: J. Davies (UNISON)  
R. Lewis (UNISON)  
R. Garner (UNISON)  
L. Gaskell (GMB)  
J. Setchfield (NASUWT)  
P. Strong (NEU)

**OFFICERS IN ATTENDANCE:**

Peter Davies	Chief Officer, Resources
Tracey Harry	Head of People and Information Governance
Sally Thomas	HR Lead
Ian Saunders	Head of Tourism, Leisure and Culture
Tracey Thomas	Youth & Community Manager, Youth Service
Richard Williams	Democratic Services Officer

**APOLOGIES:**

L. Perry (UNISON), J. Standerwick (NASUWT) and A. Haigh (NEU)

- **Declarations of interest**

There were no declarations of interest made by Members.

• **Confirmation of Minutes**

The Joint Advisory Group minutes dated 16<sup>th</sup> October 2017 were confirmed and signed by the Chair.

• **Medium Term Financial Plan 2018/19 to 2021/22 and Draft Budget Proposals 2018/19 for consultation and Draft Capital Budget Proposals 2018/19 to 2021/22.**

We received a presentation by the Chair and reports in respect of the Medium Term Financial Plan 2018/19 to 2021/22 and Draft Budget Proposals 2018/19 for consultation, as well as Draft Capital Budget Proposals 2018/19 to 2021/22.

In doing so, the following points were noted:

- Disability Facility grants - Last year, the £300,000 helped in addressing a number of smaller disabled grants issues. However, it did not fully tackle some of the larger issues. There is still a backlog that requires addressing which will be a matter for Cabinet to consider as the budget is finalised in the coming weeks.

- Home to School Transport budget savings – The Deputy Chief Executive and the Chief Officer, Resources are working with a dedicated group of officers that are looking at an array of areas of work. Short and medium term options are being looked at with regard to transport matters. Some of the initial work that has been conducted is looking at areas such as personal transport budgets and the opportunities around this issue.
- Opportunities are also being looked at regarding children with additional learning needs (ALN) with regard to optimising the transport arrangements for these children in a more cost effective way.
- The timeline for the budget this year is tighter but an all Member scrutiny session is being held on 27<sup>th</sup> February 2018.
- Transport and PTU - Personal transport budgets are being looked at. The latest budget monitoring (Month 7) is reporting a £400,000+ pressure. The Authority needs to understand what the market can provide and also needs to look at driving this as competitively as possible. Another option is to look inwardly to see what may be done with the Authority's existing fleet and explore options available.
- Disabled Facility grants – The Chief Officer, Resources will take the point raised back to the service regarding how local Members might best assist or signpost members of the public who might be eligible to receive Disabled Facility grants.
- The funding ring fenced for schools' redundancy payments has not changed and is being retained at its current level.

We resolved to receive the reports and noted their content.

## **8. Future of Tourism, Culture, Leisure and Youth**

We received a report setting out the conclusions and recommendations of the comprehensive options assessment and Full Business Case to inform the future delivery of sustainable Tourism, Leisure, Culture and Youth (TLCY) services in Monmouthshire.

In doing so, the following points were noted:

- Widespread consultation will be undertaken with affected staff. This will be followed up with a number of meetings whereby teams may come together with a view to further details being made available to the staff. Trade union representation will be present at all of the sessions.
- There will be dedicated HR support available during the whole of the process.

We resolved to receive the report and noted its content.

### **- Items for discussion from the Trade Union Side**

The following item of business was raised by the Trade Union side.

#### **○ Car Parking at County Hall, Usk**

Social Services staff have recently moved into E block at the County Hall site, Usk. Concern was expressed regarding the lack of car parking spaces available, in particular, the lack of disabled parking spaces.

The Committee was informed that work is ongoing to address the car parking issues. Additional car parking provision on the site is being investigated. The issue relating to disabled car parking provision will be raised with the Property Services Department.

It is anticipated that the coach parking will be displaced from the County Hall site and be relocated at an alternative site in Magor, which will free up additional parking spaces at the County Hall, Usk site, for staff.

- **Next Meeting**

The next Joint Advisory Group meeting will be held at County Hall, Rhadyr, Usk, on Monday 23rd April 2018 at 10.00am.

**The meeting ended at 10.57 am.**

## Appendix 7 – Summary of Key Feedback from Select Committee scrutiny

- An acknowledgement of the challenges facing the Council in difficult financial times
- Concern that the Authority continues to receive the lowest funding allocation in Wales
- E&D Select Committee being keen to work with senior officers in relation to procurement, with workshops having already taken place to explore opportunities for potential future savings and wider benefits to the Council and the County more widely. The School Budget forum also had an interest in understanding how the procurement process could be made simpler whilst ensuring value for money.
- E&D Select Committee agreeing to scrutinise the Authority's draft commercial strategy which is currently being finalised
- CYP Select Committee welcomed at that time the removal of the blue badge savings proposal and pre-school (breakfast) clubs, as well as the additional resource to help schools with new examinations.
- Adult Select Committee noted concern around the proposal to make cuts to Sunday bus services. It is worthy of note that these services have now been retained in 2018/19 from S106 funding and as part of the final budget proposals.

Note: Feedback from the special Joint Select Committee on 27<sup>th</sup> February 2018 will be presented at the meeting when Cabinet consider the final 2018/19 budget proposals.





Appendix B - Final Settlement Data

**Welsh Local Government Revenue Settlement 2018-2019**

Final

**Table 1a: Change in Aggregate External Finance (AEF) plus top-up funding, adjusted for transfers, by Unitary Authority**

£'000s

Unitary Authority	2017-18 final Aggregate External Finance* plus top-up funding	2018-19 final Aggregate External Finance plus top-up funding	Percentage difference	Rank
Isle of Anglesey	95,191	95,812	0.7%	2
Gwynedd	174,093	175,127	0.6%	4
Conwy	154,386	153,615	-0.5%	20
Denbighshire	143,395	143,119	-0.2%	15
Flintshire	189,565	189,156	-0.2%	16
Wrexham	174,009	174,636	0.4%	8
Powys	174,706	174,026	-0.4%	19
Ceredigion	100,819	101,251	0.4%	6
Pembrokeshire	161,314	161,774	0.3%	9
Carmarthenshire	258,819	259,440	0.2%	11
Swansea	317,122	319,087	0.6%	3
Neath Port Talbot	211,838	212,341	0.2%	12
Bridgend	191,467	191,582	0.1%	13
The Vale of Glamorgan	152,114	152,480	0.2%	10
Rhondda Cynon Taf	362,319	364,176	0.5%	5
Merthyr Tydfil	90,635	90,305	-0.4%	17
Caerphilly	268,248	267,240	-0.4%	18
Blaenau Gwent	110,905	110,351	-0.5%	20
Torfaen	131,652	131,543	-0.1%	14
<b>Monmouthshire</b>	<b>93,737</b>	<b>93,268</b>	<b>-0.5%</b>	<b>20</b>
Newport	211,954	212,790	0.4%	7
Cardiff	437,048	440,947	0.9%	1
<b>Total unitary authorities</b>	<b>4,205,337</b>	<b>4,214,067</b>	<b>0.2%</b>	

## Welsh Local Government Revenue Settlement 2018-2019

Final

Table 1c: Aggregate External Finance (AEF) plus top-up per capita, by Unitary Authority, 2018-19

Unitary Authority	2018-19 final Aggregate External Finance plus top-up funding (£'000s)	2018-19 final Aggregate External Finance plus top-up per capita (£)*	Rank
Isle of Anglesey	95,812	1,365	11
Gwynedd	175,127	1,416	9
Conwy	153,615	1,314	15
Denbighshire	143,119	1,498	5
Flintshire	189,156	1,221	19
Wrexham	174,636	1,250	18
Powys	174,026	1,319	14
Ceredigion	101,251	1,327	13
Pembrokeshire	161,774	1,304	16
Carmarthenshire	259,440	1,394	10
Swansea	319,087	1,303	17
Neath Port Talbot	212,341	1,503	4
Bridgend	191,582	1,341	12
The Vale of Glamorgan	152,480	1,189	21
Rhondda Cynon Taf	364,176	1,527	2
Merthyr Tydfil	90,305	1,525	3
Caerphilly	267,240	1,476	6
Blaenau Gwent	110,351	1,589	1
Torfaen	131,543	1,430	8
Monmouthshire	93,268	1,004	22
Newport	212,790	1,431	7
Cardiff	440,947	1,202	20
<b>Total unitary authorities</b>	<b>4,214,067</b>	<b>1,348</b>	

\* Based upon 2014-based, 2018 population projections

## Appendix C - Specific Grants 2018/19

### Welsh Local Government Revenue Settlement 2018-2019

Final

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

Existing Grant name	2017-18	2018-19
<b>Communities and Children</b>		
Supporting People	123.688	123.688
Flying Start Revenue Grant	76.052	74.683
Families First	38.352	37.661
Communities First	19.647	0.000
Childcare Offer	10.000	25.000
Communities for Work	7.120	7.199
Cardiff Bay Legacy	5.891	5.400
Promoting Positive Engagement for Young People	4.330	4.330
Out of School Childcare	2.300	2.300
Violence against Women, Domestic Abuse & Sexual Violence Grant	1.938	1.938
St David's Day Fund	1.000	1.000
Lift	0.990	0.000
National Approach to Advocacy	0.550	0.550
Community Cohesion	0.360	0.360
Maintaining the Delivery of the Wales Adoption Register	0.172	0.172
Armed Forces Day	0.035	0.140
Remploy Employment Support Grant	0.006	0.002
Communities First Legacy	0.000	6.000
Communities Work Plus	0.000	10.050
<b>Economy and Infrastructure</b>		
Concessionary Fares	60.466	NA
Bus Services Support Grant	25.000	NA
Bus Revenue Support Traws Cymru	3.057	NA
Road Safety Grant	2.000	2.000
Young Persons Discounted Bus Travel Scheme	1.000	NA
Bus Revenue Support	0.546	NA
New Developments	0.500	0.000
Enterprise Zones	0.271	0.064
Ports Development Fund	0.090	0.000
Community Rail Partnership	0.065	NA
Travel Plan Co-ordinators	0.011	0.000
<b>Education</b>		
Education Improvement Grant	133.282	118.137
Pupil Development Grant	91.333	91.333
Pioneer Schools	7.895	7.105
Youth Support Grant	3.856	3.470
Small and Rural Schools Grant	2.500	2.500
Reducing infant class sizes grant	2.000	3.000
School Uniform Grant	0.700	0.000
Modern Foreign Languages	0.480	0.432
Senior Business Managers	0.200	0.200
Mentoring and Networking Support for Headteachers	0.150	0.140
Advisory team on Delivery of Foundation Phase for 3-4 year olds	0.041	0.000
National Numeracy Tests - Supported Marking Grant to Consortia	0.020	0.020
<b>Environment and Rural Affairs</b>		

Single Revenue Grant - See note below	61.790	20.793
Waste Infrastructure Procurement Programme - Gate Fee Contributions	7.507	7.867
Animal Health & welfare Framework Funding	0.200	0.200
Financial support to enable prosecution to be brought for breaches in the TB Order	0.188	0.000
Renewal of Grant for the South Wales Regional Aggregate Working Party	0.050	0.050
Waste Planning Monitoring Report - North Wales and South East Wales	0.049	0.049
Waste Planning Monitoring Report - South West Wales	0.025	0.025
Renewal of Grant for the North Wales Regional Aggregate Working Party	0.025	0.025
<b>Finance and Local Government</b>		
Cardiff Capital City Deal	20.000	10.000
High Street Rate Relief	10.000	4.500
Child Burials	0.200	0.600
<b>Lifelong Learning and Welsh Language</b>		
Post-16 Provision in Schools	98.422	92.287
Adult Community Learning	4.307	4.307
Additional Learning Needs Innovation Fund	1.320	0.000
Learning in Digital Wales (Phase 2)	0.500	0.450
Promote and Facilitate the use of the Welsh language	0.314	0.314
Development of the Seren Network	0.120	0.300
<b>Social Services and Public Health</b>		
Welsh Independent Living Grant	27.000	RSG
Substance Misuse Action Fund	22.663	22.663
Social Care Workforce Grant	19.000	RSG
Expanding Edge of Care Services	5.000	RSG
Carer's Respite Care Grant	3.000	RSG
Support for Care Leavers	1.650	RSG
Reflect Project	0.850	RSG
Secure Estates	0.412	RSG
National Framework for Fostering	0.400	RSG
Development of Adoption Support Services in Wales	0.215	0.090
<b>All Grants</b>	<b>913.100</b>	<b>693.393</b>
<b>All Grants excluding NA (for like-for like comparison)</b>	<b>730.529</b>	<b>693.393</b>

1 The information shown above details the total amount of each grant. Some grants may be split between local authorities and other bodies.

2 It is important to note that amounts for future years are indicative at this stage and are liable to change.

3 Formal notification of grant allocations is a matter for the relevant policy area.

NA = figures not available at time of publication

RSG = funding transferring to Revenue Support Grant

Single Revenue Grant - £35m of Waste Budget element transferred to Revenue Support Grant

Development of Adoption Support Services in Wales - £125,000 transferred to Revenue Support Grant

## Appendix D - Summary of Evidence Based Pressures

Pressures	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Children & Young People	1,192	66	0	0
Social Care & Health	1,642	1,124	857	70
Enterprise	597	138	0	0
Resources	346	0	0	0
Chief Executives Unit	582	72	75	62
Corporate Costs & Levies	1,126	2,173	2,276	2,368
Appropriations	90	143	18	22
Financing	0	0	0	0
<b>Totals</b>	<b>5,575</b>	<b>3,716</b>	<b>3,226</b>	<b>2,522</b>

Children & Young People	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
CYP New Bill Responsibilities ALN	121	66		
CYP ALN pressure reduction	(60)			
CYP Exam Fees	167			
CYP Pay award for schools (1%)	279			
CYP Month 7 monitoring activity pressure (ALN)	500			
CYP Reduction in Month 7 Pressure	(150)			
CYP Indicative effect APT&C Pay award (further 1% for teachers, full impact 2% for APT&C staff working in schools)	335			
<b>CYP Core Funding</b>	<b>1,192</b>	<b>66</b>	<b>0</b>	<b>0</b>

Social Care & Health	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
SCH National living wage	434	434		
SCH Capital threshold	501	501	668	
SCH Childrens Services Overspend (£561k tot)	113	189	189	70
SCH Safeguarding Post	60			
SCH Month 7 monitoring activity pressure (Childrens services LAC)	534			
<b>SCH Core Funding</b>	<b>1,642</b>	<b>1,124</b>	<b>857</b>	<b>70</b>

Enterprise	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
ENT Leisure Income - Extended Monmouth rebuild consequences	146			
ENT Monmouth pool (reduction in income loss being brought into 17/18)	(97)			
ENT Housing Private leasing Pressure	288			
ENT Housing leasing pressure reduction	(238)	238		
ENT Net Community Development Partnership saving 17-18 not delivered	55			

ENT Future Monmouthshire Team	200			
One off investment to deliver 2018-19 budget	100	(100)		
ENT Leisure Trust facilitation	143			
<b>ENT Core Funding</b>	<b>597</b>	<b>138</b>	<b>0</b>	<b>0</b>

Chief Executive's Unit	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000
OPS PTU	0	72	75	62
OPS Waste Grant pressure	110			
OPS Month 7 monitoring activity pressure (transport)	472			
<b>CEO Core Funding</b>	<b>582</b>	<b>72</b>	<b>75</b>	<b>62</b>

Resources	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000
RES 10% reduction in Housing Benefit Grant	26			
RES Summons income reduction	20			
RES Merchant Card Fee costs	10			
RES SRS Enhanced security & enterprise agreement (£75k to £105k)	146			
RES ICT Security Team budget Pressure	44			
RES Procurement saving 17-18 removed and refreshed	100			
<b>RES Core Funding</b>	<b>346</b>	<b>0</b>	<b>0</b>	<b>0</b>

Corporate Costs & Levies	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000
CORP Living Wage Foundation increase	142	29		
CORP Insurance Renewal Premia Cost Increase	124			
CORP Redundancy strain cost	20			
CORP Indicative effect APT&C Pay award (1% increase already captured in Directorate budgets, so additional 1% consequence)	797			
CORP Fire service precept	50			
CORP Precept	3			
CORP Precept BBNP	(6)			
CORP Precept Drainage Levies	(4)			
Unidentified Pressures	0	2,145	2,276	2,368
<b>Corporate Costs &amp; Levies Core Funding</b>	<b>1,126</b>	<b>2,173</b>	<b>2,276</b>	<b>2,368</b>

Appropriations	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000
OPS Waste vehicles replacement, annual borrowing cost	0	95		
City Deal borrowing costs	90	48	18	22
<b>Appropriations Core Funding</b>	<b>90</b>	<b>143</b>	<b>18</b>	<b>22</b>

## Appendix D2 - (Summary of Pressures – Movement from draft to final budget)

Pressures by Directorate	2018/19 Draft £000	Change £000	2018/19 Final £000
Children & Young People	675	517	1,192
Social Care & Health	1,108	534	1,642
Enterprise	499	98	597
Resources	161	185	346
Operations	135	447	582
Corporate Costs & Levies	877	249	1,126
Appropriations	0	0	90
Financing	0	0	0
<b>Totals</b>	<b>3,455</b>	<b>2,029</b>	<b>5,574</b>
Of which, reserve funding (enter as credit)	0	0	0
<b>Core Funding</b>	<b>3,455</b>	<b>2,029</b>	<b>5,574</b>

Children & Young People	2018/19 Draft £000	Change £000	2018/19 Final £000
New Bill Responsibilities ALN	121	(60)	61
Exam Fees	167	0	167
Pay award for schools (initial 1%)	387	(108)	279
Additional Learning Needs demand pressure (arising from M7 and updated)	0	350	350
Pay award for schools (further 1% teachers; full impact of pay award for APT&C staff working in schools)	0	335	335
<b>CYP Totals</b>	<b>675</b>	<b>517</b>	<b>1,192</b>
Of which, reserve funding (enter as credit)	0	0	0
<b>CYP Core Funding</b>	<b>675</b>	<b>517</b>	<b>1,192</b>

Social Care & Health	2018/19 Draft £000	Change £000	2018/19 Final £000
National living wage	434	0	434
Capital threshold	501	0	501
Childrens Services Overspend (£561k tot)	113	0	113
Safeguarding Post	60	0	60
Public Protection Occupational Health	0	0	
Looked After Children (LAC) pressure (arising from M7 and updated)	0	534	534
<b>SCH Totals</b>	<b>1,108</b>	<b>534</b>	<b>1,642</b>
Of which, reserve funding (enter as credit)	0	0	0
<b>SCH Core Funding</b>	<b>1,108</b>	<b>534</b>	<b>1,642</b>

Enterprise	2018/19		2018/19
------------	---------	--	---------



	Draft £000	Change £000	Final £000
Leisure Income - Extended Monmouth rebuild consequences	146	(97)	49
Housing Private leasing Pressure	288	(238)	50
Community Development Partnership	65	(10)	55
Future Monmouthshire Team	0	200	200
One off investment to deliver 2018-19 budget	0	100	100
ADM MTFP Investment	0	143	143
<b>ENT Totals</b>	<b>499</b>	<b>98</b>	<b>597</b>
Of which, reserve funding (enter as credit)	0	0	0
<b>ENT Core Funding</b>	<b>499</b>	<b>98</b>	<b>597</b>

Operations	2018/19	Change £000	2018/19
	Draft £000		Final £000
PTU	47	(47)	0
Passenger Transport - Reduction of 18-19 pressure. Duffryn transport	(22)	22	0
Waste Grant pressure	110	0	110
Transport pressure (Month 7 and updated)	0	472	472
Waste review	0	0	0
<b>Operations Totals</b>	<b>135</b>	<b>447</b>	<b>582</b>
Of which, reserve funding (enter as credit)	0	0	0
<b>Operations Core Funding</b>	<b>135</b>	<b>447</b>	<b>582</b>

Resources	2018/19	Change £000	2018/19
	Draft £000		Final £000
10% reduction in Housing Benefit Grant	26	0	26
Summons income reduction	20	0	20
Merchant Card Fee costs	10	0	10
SRS Enhanced security & enterprise agreement	105	41	146
ICT Security Team budget pressure	0	44	44
Procurement saving 17-18 removed and refreshed	0	100	100
<b>RES Totals</b>	<b>161</b>	<b>185</b>	<b>346</b>
Of which, reserve funding (enter as credit)	0	0	0
<b>RES Core Funding</b>	<b>161</b>	<b>185</b>	<b>346</b>

Corporate Costs & Levies	2018/19	Change £000	2018/19
	Draft £000		Final £000
Living Wage Foundation increase	58	84	142
Insurance Renewal Premia Cost Increase	124	0	124
Redundancy strain cost	20	0	20
Non-schools pay award pressure	0	797	797

Adjustment for final precepts (Fire Authority, BBNP etc)	0	43	43
Unidentified Pressures	675	(675)	0
<b>Corporate Costs &amp; Levies Totals</b>	<b>877</b>	<b>249</b>	<b>1,126</b>
Of which, reserve funding (enter as credit)	0	0	0
<b>Corporate Costs &amp; Levies Core Funding</b>	<b>877</b>	<b>249</b>	<b>1,126</b>

Appropriations	2018/19	Change	2018/19
	Draft		Final
	£000	£000	£000
City Deal borrowing costs	0	90	90
<b>Appropriations Totals</b>	<b>0</b>		<b>90</b>
Of which, reserve funding (enter as credit)	0		0
<b>Appropriations Core Funding</b>	<b>0</b>		<b>90</b>

Financing	2018/19	Change	2018/19
	Draft		Final
	£000	£000	£000
<b>Financing Totals</b>	<b>0</b>		<b>0</b>
Of which, reserve funding (enter as credit)	0		0
<b>Financing Core Funding</b>	<b>0</b>		<b>0</b>

## Appendix E - Summary of budget proposals

Disinvestment by Directorate	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Children & Young People	(631)	(23)	0	0
Social Care, Health & Housing	(925)	(725)	(189)	(189)
Enterprise	(242)	0	0	0
Resources	(772)	0	0	0
Chief Executives Units	(1,296)	240	0	0
Corporate Costs & Levies	0	0	0	0
Appropriations	(396)	63	113	(86)
Financing	(800)	0	0	0
<b>Totals</b>	<b>(5,061)</b>	<b>(445)</b>	<b>(76)</b>	<b>(275)</b>

Children & Young People	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Federated school model	(32)	(23)		
General 5% reduction on supplies & services	(132)			
Reduce school premature retirement budget	(50)			
CYP - Increased fee & charges income - Breakfast clubs	(125)			
CYP Acceleration of ALN review	(107)			
CYP - Mounton House Increase Charges	(68)			
CYP - Reduction in ISB for new schools maintenance budget reduction	(117)			
<b>CYP Totals</b>	<b>(631)</b>	<b>(23)</b>	<b>0</b>	<b>0</b>

Social Care & Health	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Adult Disability Services	(638)	(536)		
Childrens Services (Saving £680k, pressure £561k, net saving in yr 4 £119k)	(113)	(189)	(189)	(189)
SCH - Increased fee & charges income - Meals on wheels	(15)			
SCH - Increased fee & charges income – Registrars	(12)			
SCH Targeted reduction high cost placements posts	(147)			
<b>SCH Totals</b>	<b>(925)</b>	<b>(725)</b>	<b>(189)</b>	<b>(189)</b>

Enterprise	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
ENT (Fut Mon) Increased fee & charges income - Further 2.5% increase for others	(32)			
ENT (Fut Mon) Targeted reduction in agency costs	(80)			
ENT (Fut Mon) Decrease travel costs (travel free weeks, digital use, car sharing, pool car use)	(72)			
ENT (Fut Mon) Targeted reduction in overtime	(28)			
ENT Community hubs- vacant post freeze and software savings	(30)			
<b>ENT Totals</b>	<b>(242)</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive's Unit	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Car Parks Net 7.5% increase in charges above 2.5% RPI (10% in total)	(100)			
Car Parks 10% increase in permits	(10)			
Car Parks Increase resident permits from £40-£60	(3)			
Car Parks Penalties increase to £70 discounted £35	(9)			
Grounds/waste - Reduced opening hours at all CA sites	(13)			
Grounds/waste - Stop Bailey park bowls maintenance	(10)			
Grounds/waste - Rationalise shrub bed maintenance	(12)			
Grounds/waste - 1 year freeze of Head of waste post	(40)	40		
Property - School meals Price Increase (net after 2.5% RPI)	(23)			
Property income - External Fees (net after 2.5% RPI)	(19)			
Property - Council wide Postage savings	(5)			
Highways - Road Traffic Incident recovery of costs	(15)			
Highways - Improved Plant utilisation/recovery	(40)			
Passenger Transport - Route 65 changes	(25)			
Passenger Transport - CPC Staff Training	(9)			
Passenger Transport - S106 Funding to support Sunday Routes 74, 69, 83, 60	(26)			
CEO/OPS - PTU Improved payment terms at 2.5% reduction in costs	(30)			
CEO/OPS - PTU- DPS retendering and route optimisation	(171)			
CEO/OPS - TRANS - Independent fleet review	(20)			
CEO/OPS - PTU Introduction of personal transport budgets	(31)			
CEO/OPS - PTU extended provision of MCC inhouse ALN transport service	(41)			
CEO/OPS Highways - Insuring Full overhead recovery on all works	(140)			
CEO/OPS Highways - displace core costs with grant	(200)	200		
CEO/OPS Raglan Training Centre income increase	(49)			
CEO/OPS - Catering Increased fee & charges income - School meals, extra 25p per meal in addition to 2.5% annual increase agreed for fees & charges	(100)			
CEO/OPS -PTU school transport concessionary fares increase from £390 to £440 pa.	(16)			
CEO/OPS Apportionment of Waste Recycling (BGCBC)	(100)			
CEO/OPS Seasonal Garden Waste	(40)			
<b>CEO Totals</b>	<b>(1,296)</b>	<b>240</b>	<b>0</b>	<b>0</b>

Resources	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Schools based Revenues SLA (to reflect actual)	(39)			
Comino system change	(10)			
Housing Benefit team savings	(8)			
Insurance staff saving	(26)			
IT Equipment budget saving	(30)			
SRS saving	(50)			

Public Sector Broadband Agreement PSBA saving (£155k-£22k)	(133)			
RES (Corp Lan) Commercial Property investment income	(30)			
RES (Procurement - freeze, cease or consolidate non essential spend)	(155)			
RES (Procurement - third party supplier spend reduction)	(29)			
RES (Procurement - Gateway Review)	(150)			
RES (Procurement - supplementary duplicate payment review)	(25)			
RES (Reviewing Technology and Systems and Utilisation of Automation and AI)	(87)			
<b>Resources Totals</b>	<b>(772)</b>	<b>0</b>	<b>0</b>	<b>0</b>

Appropriations	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Interest Payable	(533)	140	53	(67)
Interest Receivable	136	76	(1)	1
MRP	51	(153)	61	(20)
APP - Utilise more short term variable borrowing	(50)			
<b>Appropriations Totals</b>	<b>(396)</b>	<b>63</b>	<b>113</b>	<b>(86)</b>

Financing	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Council Tax Increase from Base changes (net of CTRS)	(435)			
FIN - Council tax gain upon completions	(220)			
CTRS	(95)			
FIN - Further Reduction in Council tax reduction scheme budget	(50)			
<b>Financing Totals</b>	<b>(800)</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Appendix E2 (Summary of Savings – Movement from draft to final budget).

Disinvestment by Directorate	2018/19 Draft £000	Change £000	2018/19 Final £000
Children & Young People	(309)	(322)	(631)
Social Care, Health & Housing	(751)	(174)	(925)
Enterprise	0	(242)	(242)
Resources	(376)	(395)	(772)
Operations	(505)	(791)	(1,296)
Corporate Costs & Levies	0	0	0
Appropriations	(296)	(100)	(396)
Financing	(530)	(270)	(800)
<b>Totals</b>	<b>(2,767)</b>	<b>(2,294)</b>	<b>(5,061)</b>

Children & Young People	2018/19 Draft £000	Change £000	2018/19 Final £000
Federated school model	(32)	0	(32)
Term time only payments (Payroll identify £203k)	(95)	95	0
General 5% reduction on supplies & services	(132)	0	(132)
Reduce school premature retirement budget	(50)	0	(50)
Before school club charging	0	(125)	(125)
ALN review	0	(107)	(107)
Mounton House Increased Residential Charges	0	(68)	(68)
Reduction in ISB school maintenance element	0	(117)	(117)
<b>CYP Totals</b>	<b>(309)</b>	<b>(322)</b>	<b>(631)</b>

Social Care & Health	2018/19 Draft £000	Change £000	2018/19 Final £000
Adult Disability Services	(638)	0	(638)
Childrens Services (Saving £680k, pressure £561k, net saving in yr 4 £119k)	(113)	0	(113)
Meals on wheels fee increase	0	(15)	(15)
Registrars fee increase	0	(12)	(12)
Targeted reduction in residential high cost placements	0	(147)	(147)
<b>SCH Totals</b>	<b>(751)</b>	<b>(174)</b>	<b>(925)</b>

Enterprise	2018/19 Draft £000	Change £000	2018/19 Final £000
Community Hubs - vacant post freeze and software savings	0	(30)	(30)
Targeted reduction in agency costs	0	(80)	(80)
Decrease travel costs (supported by travel free weeks, digital use, car sharing, pool car use)	0	(72)	(72)
Targeted reduction in overtime	0	(28)	(28)
Increased fee & charges income - Further 2.5% increase for others	0	(32)	(32)

<b>ENT Totals</b>	<b>0</b>	<b>(30)</b>	<b>(242)</b>
-------------------	----------	-------------	--------------

<b>Operations</b>	<b>2018/19 Draft £000</b>	<b>Change £000</b>	<b>2018/19 Final £000</b>
Car Parks Net 7.5% increase in charges above 2.5% RPI (10% in total)	(100)	0	(100)
Car Parks 10% increase in permits	(10)	0	(10)
Car Parks Increase resident permits from £40-£60	(3)	0	(3)
Car Parks Penalties increase to £70 discounted £35	(9)	0	(9)
Grounds/waste - reduced opening hours at all CA sites	(27)	14	(13)
Grounds/waste - Reduce grass cutting across authority	(60)	60	0
Grounds/waste - Stop Bailey park bowls maintenance	(10)	0	(10)
Grounds/waste - Rationalise shrub bed maintenance	(35)	23	(12)
Grounds/waste - Reduce 1 mini sweeper.	(50)	50	0
Grounds/waste - 1 year freeze of Head of waste post	(40)	0	(40)
Property - School meals Price Increase (net after 2.5% RPI)	(23)	0	(23)
Property income - External Fees (net after 2.5% RPI)	(19)	0	(19)
Property - Council wide Postage savings	(5)	0	(5)
Highways - Road Traffic Incident recovery of costs	(15)	0	(15)
Highways - Improved Plant utilisation/recovery	(40)	0	(40)
Passenger Transport - Route 65 changes	(25)	0	(25)
Passenger Transport - CPC Staff Training	(9)	0	(9)
Passenger Transport - S106 Funding to support Sunday Routes 74, 69, 83, 60	(26)	0	(26)
PTU - Improved payment terms at 2.5% reduction in costs	0	(30)	(30)
PTU - DPS retendering and route optimisation	0	(171)	(171)
PTU - Introduction of personal transport budgets	0	(31)	(31)
PTU - Extended provision of MCC in-house ALN transport service	0	(41)	(41)
PTU - PTU school transport concessionary fares increases from £380 to £440 p.a.	0	(16)	(16)
Transport - Independent fleet review	0	(20)	(20)
Highways - ensuring full overhead recovery on all works	0	(140)	(140)
Highways - one-off additional WG grant	0	(200)	(200)
School meals price increase - further 25p increase beyond 10p price increase in draft budget proposals	0	(100)	(100)
Apportionment of waste recycling to BGCBC	0	(100)	(100)
Raglan Training Centre income increase	0	(49)	(49)
Seasonal Garden Waste	0	(40)	(40)
<b>Operations Totals</b>	<b>(505)</b>	<b>(502)</b>	<b>(1,296)</b>

<b>Resources</b>	<b>2018/19 Draft £000</b>	<b>Change £000</b>	<b>2018/19 Final £000</b>
Term time only payments (Payroll identify £203k as full year effect where as CYP identifies £95k as 7 month effect)	(23)	23	0
Schools based Revenues SLA (to reflect actual)	(39)	0	(39)
Comino system change	(10)	0	(10)
Unconfirmed Housing Benefit team savings	(8)	0	(8)

Insurance staff saving	(26)	0	(26)
IT Equipment budget saving	(30)	0	(30)
SRS saving (5% of 17-18 budget £2.134 unestablished)	(107)	57	(50)
Public Sector Broadband Agreement PSBA saving (£155k-£22k)	(133)	0	(133)
Commercial Property investment income	0	(30)	(30)
Procurement - freeze, cease or consolidating non-essential spend	0	(155)	(155)
Procurement - third party supplier spend reduction	0	(29)	(29)
Procurement - savings derived from Gateway Review process and data matching	0	(150)	(150)
Procurement - supplementary duplicate payments review	0	(25)	(25)
Reviewing Technology and Systems and Utilisation of Automation and AI)	0	(87)	(87)
<b>Resources Totals</b>	<b>(376)</b>	<b>(395)</b>	<b>(772)</b>

Corporate Costs & Levies	2018/19 Draft £000	Change £000	2018/19 Final £000
<b>Corporate Costs &amp; Levies Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>

Appropriations	2018/19 Draft £000	Change £000	2018/19 Final £000
Interest Receivable	186	(50)	136
Interest Payable	(533)	0	(533)
MRP	51	0	51
Utilise more short term variable borrowing	0	(50)	(50)
<b>Appropriations Totals</b>	<b>(296)</b>	<b>(100)</b>	<b>(396)</b>

Financing	2018/19 Draft £000	Change £000	2018/19 Final £000
Council Tax Increase from Base changes (net of CTRS)	(530)	(270)	(800)
<b>Financing Totals</b>	<b>(530)</b>	<b>(270)</b>	<b>(800)</b>



## Appendix E/1 -Children & Young People New & Amended Proposals

Project Strand:	Fees and Charges.	Responsible Officer:	Nikki Wellington
Proposal	Before Schools Clubs charging for Childcare element.	Accountable Officer:	Sharon Randall-Smith
Proposal No:	1	Date:	12 <sup>th</sup> February 2018
Version	Date	Changes Made	
1	12 <sup>th</sup> February 2018		
2			

### Strand Summary (Please include a brief description of work strand being explored)

**This proposal is to charge £1 per pupil to attend the before schools clubs held in our schools. These clubs usually run for 1 hour, the first 30 minutes are childcare and the remaining 30 minutes are for breakfast. The proposal is that if a child attends for the full hour, they will pay £1 for the childcare element. If they attend only for the second 30 minutes there will be no charge.**

**All children who are entitled to free school meals can attend the whole session with no charge.**

### Saving Proposals (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	To introduce a charge of £1 for the childcare element of our before school clubs.	Most of the primary schools in Monmouthshire run a before school club, these usually run for an hour. The first 30 minutes of the club are childcare with the second 30 minutes being for breakfast. The proposal is that pupils attending for the full hour will be charged £1. Those that just come for the breakfast element will be free. All pupils entitled to free school meals will have no charge.	

### Engagement and Consultation (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Inclusion Model	Headteachers.	We have discussed this at our Headteacher meetings. While no formal consultation has taken place headteachers seemed broadly in favour of the proposal.
2			
3			

### Resource Investment Required (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1		Nil						
2								
3								

### Implementation Timeframe (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Charges for the childcare element of Before School Clubs.	Consultation and set up the system to record payments. It is proposed this will go through the current school meal system (ParentPay).	Introduce the charges.	Review charges and impact on attendance.
2				
3				

### Budget Saving Estimate (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Charges for the childcare element of Before School Clubs.	Nil	Nil	Nil	£71,350 (4 months)	£53,650 (3 months)	£125,000	£214,000

2								
3								
	<b>Total</b>	Nil	Nil	Nil	£71,350	£53,650	£125,000	£214,000

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No		Benefit
1	Charges for the childcare element of Before School Clubs.	While this will be a cost to the parents, it is still cheaper than other childcare providers. Working parents will be able to drop their children off in a safe environment, with the knowledge that they will be provided with a free breakfast before attending school. If a pupil attends just for the breakfast element this will be provided free.  Those children that are entitled to Free School Meals will be allowed to attend this club free of charge. Schools will not distinguish between those entitled to Free School Meals and those pupils who are not.
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Charges for the childcare element of Before School Clubs.	Pupils will be provided with a health breakfast prior to starting school. All pupils entitled to free school meals can attend with no charge. The clubs will become more sustainable, as the income will offset some of the costs that are currently incurred.	
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Charges for the childcare element of Before School Clubs.	The charges are £2 per day. It is assumed that there will be a 10% drop off in the current numbers. It is assumed that the charging will commence on 1 <sup>st</sup> September 2018.
2		
3		
4		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level	
			Type (Operational/Strategic/Political)	Likelihood (0-5)	Impact (0-5)			Overall Level
1	Charges for the childcare element of Before School Clubs.	Numbers attending the before school clubs will drop by more than 10%. Therefore the anticipated income is not achieved.	Operational Strategic	5	5	25	Working with schools to promote the benefit of before schools clubs. The costs are lower than other childcare providers.	3x5=15
2								
3								

Project Strand:	High Cost Placements	Responsible Officer:	Nikki Wellington
Proposal	ALN Placements	Accountable Officer:	
Proposal No:	1	Date:	5 <sup>th</sup> February 2018
Version	Date	Changes Made	
1	5 <sup>th</sup> February 2018		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

Develop a new Inclusion model for all pupils in Monmouthshire. The aim of this model is to keep pupils close to their families and local communities wherever possible. The provision will meet the needs of the majority of Monmouthshire pupils, however where there is very specialist needs there will still be a need to seek specialist provision for these. This will be managed by the Local Authority and staff with specialist skill will be employed to work across Monmouthshire, they will also work with our schools to develop capacity.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	To develop an inclusion model to meet the needs of pupils in Monmouthshire and maintain pupils in their local school	Develop an inclusion model to support pupils within Monmouthshire to allow them and to have their needs met in their local community school... This will include supporting all our schools to build capacity, alongside a number of specialist provisions, both for short and long term support. There are two areas that models are being developed for, the first is Additional Learning Needs and the second is Behaviour. While these models are slightly different for each, they both support the principle for pupils to attend local provision wherever possible.	Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Inclusion Model	CYP Select	While CYP Select Committee have received the initial proposal, further updates will be required and we will be seeking Cabinet approval to undertake the statutory consultation for the above proposal.
2		Head Teachers	Head teachers have been consulted with about the need and range of provision required and initial underlying principles have been discussed
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1		Nil						
2								
3								

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Inclusion Model	Consultation	Developing new model if approved	Implementation for ALN in April 2019 and for inclusion September 2019.
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Inclusion Model	Nil	Nil	Nil	£107,000	Nil	£107,000	Up to £500k in year 3
2								
3								
	<b>Total</b>	Nil	Nil	Nil	£107,000	Nil	£107,000	Up to £500k in

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	Inclusion	The provision will enable us to maintain more young people with additional learning needs; with behaviour, social and emotional needs and those from vulnerable groups within Monmouthshire, rather than require out county specialist provision. This will maintain young people within their local community and with their family.
2		The greater range of local provision and experience will provide greater opportunities for outreach support and school to school work to build the skills of all staff in meeting a wider range of needs and in doing so, enhance the capacity of all schools
3		This will reduce the amount of transport needed to carry pupils' long distances to out of county provision. Over time, this will reduce the carbon foot print fewer pupils will be transported and where they are, the distances will be shorter.

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Inclusion	This will reduce the need for out county transport and should reduce the carbon foot print associated with provision. The above will reduce the passenger transport costs associated with provision delivery as there will be more suitable local provision available.	
2		Pupils with additional learning needs and vulnerable pupils will be supported within the Local Authority and have access to a package of local services; e.g. EPS, Counselling, Safeguarding	
3		Links with children, young people and their families will be stronger because of the local provision offer will be sufficiently wide to meet the majority of needs.	

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Inclusion	Assumptions have been made that young people currently in specialist out county SEBD/ASD provision will complete their education at these establishments
2		Assumptions have been made that a limited number of young people will require specialist provision in out of county for September 2018
3		Assumption is that the SEBD/ASD provision will be running from September 2018
4		The LA would be recouping £50,000 from other LAS as a result of LAC pupils being placed in Monmouthshire, this could be higher

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Type (Operational/ Strategic/ Political)	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
				Likelihood (0-5)	Impact (0-5)	Overall Level		
1	Inclusion	Some pupils may require specialist provision for September 2018 and cannot wait until Sept 2019	Operational Strategic Political	5	5	25	Work with relevant parties to maintain existing temporary solution for academic year 2018-2019, this will require work with parents, school and governing body	3x5=15
2	Inclusion	Some pupils may have a diagnosis of ASD in addition to their SEBD and therefore specialist provision will be required in Sept 2018	Operational	3	5	15	There are no mitigating factors here as if children have a health diagnosis then the LA cannot place in its current special school	3x5=15
3	Inclusion	The project does not gain political backing	Political	5	5	25	Rationale, aims and benefits of project needs to be shared with members, via political processes	3x3= 9

Project Strand:	Fees and Charges.	Responsible Officer:	Nikki Wellington
Proposal	Increasing residential charges for Mounton House.	Accountable Officer:	Sharon Randall-Smith
Proposal No:	3	Date:	12 <sup>th</sup> February 2018
Version	Date	Changes Made	
1	12 <sup>th</sup> February 2018		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

This proposal is to increase the charges by 25% for the residential element for Mounton House. The current charges are £58,271 therefore the charges would increase to £72,839. The current charges do not cover the costs of running the provision, the new charges would cover the running costs.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	To increase the recoupment charges for residential pupils at Mounton House.	There are currently 8 residential pupils at Mounton House, all these pupils are from neighbouring counties and currently pay £58,271. These charges do not cover the cost of the provision and therefore the proposal is to increase these charges by 25% to ensure full cost recovery. These will be introduced from 1 September 2018.	

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	To increase the recoupment charges for residential pupils at Mounton House.	These proposals have been discussed with DMT and ALN colleagues.	The details of this proposal have been shared with colleagues in ALN. The proposal has been changed to incorporate their views.
2			
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1		Nil						
2								
3								

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	To increase the recoupment charges for residential pupils at Mounton House.	Consultation with relevant authorities and partners.	Introduce the increased charges.	Review charges and impact placements.
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	To increase the recoupment charges for residential pupils at Mounton House.	Nil	Nil	Nil	£34,000	£34,000	£68,000	£116,000
2								
3								
	<b>Total</b>	Nil	Nil	Nil	£34,000	£34,000	£68,000	£116,000

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No		Benefit
1	To increase the recoupment charges for residential pupils at Mounon House.	The current charges result in MCC subsidising pupil placements that attend Mounon House on a residential placement. The benefit will ensure that all costs are covered.
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	To increase the recoupment charges for residential pupils at Mounon House.	The economic impact will ensure that there is no subsidy for pupils attending on a residential placement.  There could be a drop in the number of placements due to the increase in charges.	Positive  Negative
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	To increase the recoupment charges for residential pupils at Mounon House.	The assumption is that the charges increase by 25% from September 2018. It is also assumed that the pupil numbers attending do not drop and therefore the full increase is achieved.
2		
3		
4		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level	
			Type (Operational/Strategic/Political)	Likelihood (0-5)	Impact (0-5)			Overall Level
1	To increase the recoupment charges for residential pupils at Mounon House.	The number of pupils staying on a residential basis drops and therefore the income is not achieved.	Operational Strategic	5	5	25	Full consultation is undertaken with the relevant authorities to explain the reason for the changes and to seek to maintain the placement.	4x5=20
2								
3								

Project Strand:	Pressures & Previous Reviews	Responsible Officer:	Tyrone Stokes
Proposal	ALN/CYP	Accountable Officer:	Peter Davies
Proposal No:	3 & 4	Date:	8/2/18
<b>Version</b>	<b>Date</b>	<b>Changes Made</b>	
1	8.2.18		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

**PROPOSAL No. 3**

Review the evidenced based pressure within the 2018/19 MTFP for new Bill responsibilities for ALN. This pressure put a £121K increase for 2018/19 and £66K in 2019/20.

The new Bill moves away from the Local Authority issuing a statement to an Individual Development Plan. The proposed date for implementation was 2019 but this has now been put back to 2020.

The £121K for 2018/19 and £66K 2019/20 was based on resource needs to implement the transition period for the original date of 2019. With the date pushed back a year to 2020 this pressure can be reduced downward to £60K for 2018/19 and £60K for 2019/20, so a £67K reduction due to having another year to prepare.

**PROPOSAL No. 4**

As a result of the formal 2017/18 forecast timetable, the month 7 forecast exhibited a £500K overspend on high cost placements. After conducting a month 9 forecast to check on the most up to date projections, the overspend reduced down to £350K, hence the budgeted pressure moving forward into 2018/19 can reduce by £150K.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
3	Review the pressure to investigate its origin and assess the future requirement	The original evidenced pressure looked at the additional resources required to implement Bill changes. However the Bill implementation date has been delayed by one year so the resource implications have been reviewed and reduced accordingly.	Yes
4	Review the month 7 £500K pressure that emerged for overspend on high cost placements	As part of formal forecasting, CYP forecast an overspend of £500K on high cost placements, which was then built into the MTFP budget. However on completion of a month 9 forecast this overspend reduced down by £150K to £350K overspend.	Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
3	ALN	Nikki Wellington/Will McLean	Discussion of the proposal, nature of its occurrence and impact of saving proposal
4	CYP	Nikki Wellington/Will McLean	Discussion of the proposal, nature of its occurrence and impact of saving proposal

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1								
2								
3								

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)

1				
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
3	ALN						61	6
4	CYP						150	
	<b>Total</b>						<b>211</b>	<b>6</b>

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1		
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1			
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1		
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Type (Operational/ Strategic/ Political)	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
				Likelihood (0-5)	Impact (0-5)	Overall Level		
3	ALN	Low	Operational	4	2	6		
4	CYP	Low	Operational	4	3	7		



Project Strand:	Fees and charges	Responsible Officer:	Roger Hoggins
Proposal	Concessionary Fares	Accountable Officer:	Roger Hoggins
Proposal No:		Date:	16/02/2018
Version	Date	Changes Made	
1			
2			

**Strand Summary** (Please include a brief description of work strand being explored)

Charge for concessionary fares for school transport to increase from £390 per annum to £440 per annum.

The concessionary fare provides cost effective transport for students who are not entitled to free transport. The proposed increase in charges helps to ensure education transport remains affordable overall.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Increase in concessionary fares charge school transport	Increase charge from £390 per annum to £440 per annum to better reflect service cost overall and to ensure the service remains sustainable.	

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Concessionary fare increase	Select committee members	Joint select committee meeting on the 27 <sup>th</sup> Feb
2			
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1								
2								
3								

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Concessionary fare		X	
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Price increase						£16000	ongoing
2								
3								
	<b>Total</b>							

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop.	Proposal	Benefit

No		
1	Price increase	To ensure continued availability of service and for the current service standard to remain affordable within the service budget.
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Price increase	Concessionary fares provides an option where free school transport is not provided. The charge must help to sustain the service for the future	
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Price increase	A reduction in take up of concessionary transport of 10%
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)		
1	Price increase	Drop off in custom	operational	5	5	Assumption in financial projection of 10% reduction	
2							
3							

## Appendix E/2- SCH New & Amended Proposals

Project Strand:	Setting our Strategy for Fees and Charges	Responsible Officer:	Stacey Jones
Proposal	Community Meals	Accountable Officer:	Kellie Beirne/ Peter Davies
Proposal No:	1	Date:	15.02.2018
Version	Date	Changes Made	
1	15.02.2018		
2			

### Strand Summary (Please include a brief description of work strand being explored)

To review all fees and charges associated with our current traded services with a view to identifying any opportunities to generate additional income from our current services and to identify any new commercial opportunities.

### Saving Proposals (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Increase Community Meals Unit Rate	To increase the unit rate per meal from the current proposal of £4.25 to £4.50 to align our services with current market rates.	
2	Private Community Meals Provision	The authority has invested in marketing, and service appropriate vehicle and uniform branding to allow the community services department to branch into the private element of providing community meals. This proposal looks at targeting the section with generating income from delivering these services in 2018-19.	

### Engagement and Consultation (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Increase Community Meals Unit Rate	Claire Marchant/Tyrone Stokes	Consulted through budget setting process
2	Private Community Meals Provision	Claire Marchant/Tyrone Stokes	
3			

### Resource Investment Required (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	N/A	Investments have already been made in the features described above						
2	N/A							
3								

### Implementation Timeframe (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Increase Community Meals Unit Rate	x		
2	Private Community Meals Provision	x		
3				

### Budget Saving Estimate (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving

		Cost/Saving						
1	Increase Community Meals Unit Rate		£2,500	£2,500	£2,500	£2,500	£10,000	tbc
2	Private Community Meals Provision			£1,666	£1,667	£1,667	£5,000	tbc
3								
	<b>Total</b>						<b>£15,000</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1		
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1			
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Increase Community Meals Unit Rate	10% drop off in demand for every 10p increase in price
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level	
			Type (Operational/Strategic/Political)	Likelihood (0-5)	Impact (0-5)			Overall Level
1	Increase Community Meals Unit Rate	Drop off rate could offset any benefit achieved	Operational	1	0	0	Calculations taken into account drop off rates and scenarios have been developed	
2	Private Community Meals	Speculative nature of offering services in market	Operational	1	0	0	Market research is ongoing	

Project Strand:	High Cost Placements	Responsible Officer:	Tyrone Stokes
Proposal	Reduce high cost placements in Children Services	Accountable Officer:	Claire Marchant
Proposal No:	2	Date:	7 <sup>th</sup> February 2018
Version	Date	Changes Made	
1	7 <sup>th</sup> February 2018		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

**13 high cost placements have been identified. Of these 4 have been secured through the 4C's contract with the remaining 9 placements procured through Commissioning and Social Work Teams.**

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
11	To undertake a review of high cost placements within the Children Service's team	<p>To develop a costing worksheet to engage with non-framework providers to better understand and breakdown their costs</p> <p>Link in with the regional work hosted by Blaenau Gwent CBC to review non framework high cost placements.</p> <p>Extend the initial scoping of the Pathways to Independence (P2I) work established which looked at reviewing high cost placements. Before costs can be challenged with a provider we need to not only understand their costs, but we need to have an up to date and robust assessment of need.</p> <p>In relation to any Continuing Care implications there is a consultation that will be looking at the regional protocol to challenge Health decision making and interpretation of Health versus Social care needs.</p> <p>The initial scoping exercise has targeted a saving based on a 5% (amber risk) and 8% (red risk) on the anticipated return, once the cost structure of providers has been obtained and linked with the up to date assessment of needs. Of the scoping exercise 4 placements are made through our existing 4C's framework so these costs have already been reviewed and have the best price commissioned. The anticipated return will be crystallised as a result of the negotiation required with non-framework providers to review costs in light of the up to date assessment of needs.</p> <p>We are also incorporating into the directorate, from 2018/19, the Face to Face team from the Youth service to boost the Early intervention and Prevention.</p>	Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
11	Children Services high cost placement review	Claire Marchant/Jane Rodgers and SCH DMT	

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
11	Resource to negotiate on costs with provider and also one that can link up with all the various work streams so costs can be linked to outcomes and assessment of need	Needs to be developed further following the scoping exercise by the Finance Manager	-	TBC	TBC	TBC	TBC	TBC

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
11	Children Services high cost placement review	Partial	Partial	

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
11	Children Services high cost placement review	-	-	-	-	-	£147,000	-
	<b>Total</b>	-	-	-	-	-	<b>£147,000</b>	-

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
11	Children Services high cost placement review	Greater understanding of the market and how costs link with assessed needs and outcomes.

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
11	Children Services high cost placement review	On the fifth corporate objective namely "The Council ensures permanent accommodation for Looked After Children"	Negative
11	Children Services high cost placement review	Costs could increase as any review is not contained to one way traffic (reduction in the Council's favour) and providers may identify "hidden" costs	Negative

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
11	Children Services high cost placement review	Anticipated return based on previous work streams within Adults

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Type (Operational/ Strategic/ Political)	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
				Likelihood (0-5)	Impact (0-5)	Overall Level		
11	Children Services high cost placement review	High	Operational/strategic	5	5	10	Difficult in what is a specialised market with sometimes only one provider and packages being largely of a bespoke nature	

## Appendix E/3 - Resources New & Amended Proposals

Project Strand:	Commercial	Responsible Officer:	Debra Hill-Howells
Proposal	To generate £30,000 net rental income from the acquisition of investment properties	Accountable Officer:	Peter Davies
Proposal No:		Date:	14.02.18
Version	Date	Changes Made	
1			
2			

### Strand Summary (Please include a brief description of work strand being explored)

Exploring potential income streams through the adoption of a commercial approach. This has focused on property, energy and traded services.

### Saving Proposals (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Generate £30,000 from investment portfolio	It is proposed that the Council adopts a policy whereby it acquires investment properties through the use of borrowing which will generate a net rental income.	

### Engagement and Consultation (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	1	Economy & Development Scrutiny Committee	<p>Feb 2016 scrutiny committee, see below</p> <p>Have been in discussions with Finance to agree business model parameters</p> <p>Have taken legal advice from Acuity Legal &amp; Hugh James solicitors</p> <p>Have taken advice on the proposed acquisitions, commercial opportunities etc. from Alder King</p> <p><b>Recommendation:</b></p> <p>We resolved to agree recommendations within the report:</p> <p>That Scrutiny review the proposed acquisition policy for investment properties prior to consideration by Cabinet</p> <p><b>Committee's Conclusion:</b></p> <p>Chair's Summary:</p> <p>The committee highlighted key information, as follows:</p> <ul style="list-style-type: none"> <li>• Recommendations should include that focus should be maintained within Monmouthshire for investment would not close to other areas.</li> <li>- Scrutiny of business cases was recognised as an important function and should take place</li> <li>- Valuable contribution through discussion was noted</li> <li>- Agreed that Members would receive the paper for information, prior to it being presented to Cabinet</li> </ul> <p>We thanked officers for information presented.</p>
2			
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	Generate £30,000 from investment portfolio	Each acquisition has to be funded through borrowing. Therefore the gross rent received will need to finance funding costs, repairs etc. and generate a net return	None					Not known at this time
2								
3								

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Generate £30,000 from investment portfolio	None as strategy will need to be agreed by Council and asset acquired.	£30,000	Significant potential to generate income depending on the risk and funding appetite of the Council.
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Generate £30,000 from investment portfolio	None	None	None	None	£30,000 income (not cost saving)	£30,000 income (not cost saving)	
2								
3								
	<b>Total</b>							

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	Generate £30,000 from investment portfolio	Ability to support economic development growth, safeguard or increase jobs, provide residential properties
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Generate £30,000 from investment portfolio	Ability to support economic development, jobs and generate a net rental income	Positive
2		Potential risks from Brexit, localised market, competing with the private sector, risk appetite and volatility of the property market	Negative
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Generate £30,000 from investment portfolio	<ul style="list-style-type: none"> <li>That Council approve the adoption of an asset investment / commercial strategy</li> <li>That funding is available via PWLB to acquire the assets.</li> <li>Suitable acquisition opportunities are presented.</li> </ul>



Project Strand:	Procurement	Responsible Officer:	Scott James – Stacey Jones
Proposal	Freeze, cease or consolidate-non essential spend	Accountable Officer:	R O'Dwyer
Proposal No:	1	Date:	09.02.18
<b>Version</b>	<b>Date</b>	<b>Changes Made</b>	
1	09.02.18		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

Examine all cross directorate categories of expenditure where there is ability to turn off or reduce demand.

The categories of expenditure include:

1. Stationery
2. Photocopying
3. Mobile Phones
4. Printing
5. Postage

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Stationery	Turn off 60% of the demand. Utilise existing stocks where practical. Saving £50,000	Yes
2	Photocopying	Re procure commodity, saving £80,000. Previous expenditure 16/17 £199,372 against 18/19 of £115, 080 (calculation based on current usage)	Yes
3	Mobile Phones	Robust Contract Management will yield £10,000 – ensuring officers are on the correct tariffs as well as contract rationalisation.  £5,000 identified through a reduction in print services	Yes
4	Printing	£10,000 identified through a reduction in postal services	Yes
5	Postage		Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Horizontal Aggregation	R O'Dwyer – P Davies	Identification of the commodities in question has been agreed and confirmed with R O'Dwyer ( as the Accountable Officer)
2			
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1 - 5	Horizontal Aggregation			20 % 1 FTE + £1,500 Contract Management Training Fee	20 % 1 FTE	20 % 1 FTE	20 % 1 FTE	Dependent on existing pay grade

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Stationery & Printing photocopying	Yes		
2	Mobile Phones	Yes		
3	Postage		Yes	

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Stationery		12,500	12,500	12,500	12,500	50,000	
2	Photocopying		20,000	20,000	20,000	20,000	80,000	
3	Mobile Phones		2,500	2,500	2,500	2,500	10,000	
4	Printing		1,250	1,250	1,250	1,250	5,000	
5	Postage		2,500	2,500	2,500	2,500	10,000	
	<b>Total</b>		<b>38,780</b>	<b>38,780</b>	<b>38,780</b>	<b>38,780</b>	<b>155,000</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1 - 6	Procurement Workstrand	More robust Financial & Environmental Sustainability – aligned to the WBFGA
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Procurement Workstrand	More robust Financial & Environmental Sustainability – aligned to the WBFGA	
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Stationery, printing & postage	Authority to central Procurement team to manage the process and ensure savings are activated
2	Photocopying	Saving is built upon reduction in usage so behaviour change needs to occur
3	Mobile Phones	Appropriate contract management needs to be resourced to ensure efficiencies can be unlocked

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment				Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)	Overall Level		
1		Managers do not take responsibility for adhering to the mandate	Operational				Managed through reduction in budgets apportioned across all services	
2		Behavior change and recognition of the task for all is not achieved					Run further campaigns focussed on 'nudge' tactics	

Project Strand:	Procurement – optimising our third party expenditure	Responsible Officer:	Scott James – Stacey Jones
Proposal	£25,000-£150,000 Off Contract Spend & demand management	Accountable Officer:	R O'Dwyer

Proposal No:	2	Date:	09.02.18
<b>Version</b>	<b>Date</b>	<b>Changes Made</b>	
1	09.02.18		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

The £25,000 to £150,000 expenditure profile is being examined for commodities that are currently experiencing “off contract spend” or where demand needs to be interrogated further. It is anticipated that a saving of 2.5% can be achieved through aggregating need, standardising and reducing demand.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
6	£25,000-£150,000 Off Contract Spend	<p>An analysis of annual expenditure £25,000 to £150,000 (16/17) has been undertaken by supplier to ascertain commodities that will benefit from a deeper procurement dive to drive cashable efficiencies.</p> <p>Off the back of the analysis the following commodities along with others will be examined, with a view to limiting demand or re procuring.</p> <ol style="list-style-type: none"> <li>1. Vehicle Spare Parts</li> <li>2. Courses, conferences &amp; seminars</li> <li>3. Building Improvement &amp; Maintenance</li> <li>4. Oils and Diesels</li> <li>5. Postage &amp; Printing ( Elections)</li> </ol>	Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	£25,000-£150,000 Off Contract Spend	R O'Dwyer Procurement E&D Select Committee	Identification of the commodities in question has been agreed and confirmed with R O'Dwyer ( as the Accountable Officer)
2			
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
6	£25,000-£150,000 Off Contract Spend	Some commodities will need to be re-procured e.g. Vehicle spare parts, vehicle maintenance, bedding plants etc. Others will require a strategy for reducing demand						£8,000

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	£25,000-£150,000 Off Contract Spend		Yes	
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop.	Proposal	2017/18 – Q4	Q1 - Net	Q2 - Net	Q3 - Net	Q4 - Net	Total 18/19	Post 18/19
-------	----------	--------------	----------	----------	----------	----------	-------------	------------

No		Net Cost/Saving	Cost/Saving	Cost/Saving	Cost/Saving	Cost/Saving	Saving	Saving
1	£25,000-£150,000 Off Contract Spend			9,591	9,591	9,591	28,775	
	<b>Total</b>						<b>£28,775</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1 - 6	Procurement Workstrand	More robust Financial & Environmental Sustainability – aligned to the WBFGA
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Procurement Workstrand	More robust Financial & Environmental Sustainability – aligned to the WBFGA	
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	1. Courses, conferences and seminars 2. Postage & Printing etc.	The authority to turn off demand must sit centrally with Procurement function.
2	Vehicle maintenance & Spare parts & Bedding Plants	Open competition will drive efficiencies

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)		
1	£25,000-£150,000 Off Contract Spend	Specialist procurement knowledge is required to re procure goods and service contracts	Operational	3	3	6	Ability to identify officers with the relevant skill sets.

Project Strand:	Procurement	Responsible Officer:	Scott James – Stacey Jones
Proposal	Procurement Gateway Review	Accountable Officer:	R O'Dwyer
Proposal No:	3	Date:	09.02.18

Version	Date	Changes Made
1	09.02.18	

**Strand Summary** (Please include a brief description of work strand being explored)

Implement a "Procurement Gateway Review" to challenge expenditure from testing the need to buy in goods and services in the first place, to understanding the value for money proposition, potentially for a better solution and opportunities for economies of scale.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
	Gateway Review Process	<p>Introduce Gateway reviews, for agreed expenditure levels, is there sufficient challenge for the authorities third party expenditure.</p> <p>The challenge process needs to challenge the need, including the funding model, "lease v buy" &amp; "make v buy", has it been aggregated, has the consideration been made on a Whole Life Costing basis, can it be procured in house, can we place a commitment contract, how will the contract be managed? And are there any end of life revenue opportunities</p> <p>The review process will be built around the pillars of best practice procurement - Commitment Contracting - Common and Repetitive Purchases; Demand Management; Contract Management; Strategic Commissioning; Market Engagement and Development; Category Management; E Procurement; Statutory and Governance; Collaboration</p>	Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Gateway Review Process.	R O'Dwyer – P Davies	Identification of the Gateway Review Process has been agreed and confirmed with R O'Dwyer ( as the Accountable Officer)
2			
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
7	Implement a Gateway Review Process	Within Existing resource						

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Gateway Review Process		Yes	
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1				£50,000	£50,000	£50,000	£150,000	
2								
3								
4								
5								
	<b>Total</b>						<b>£150,000</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1 - 6	Procurement Gateway Review Process	More robust Financial & Environmental Sustainability – aligned to the WBFGA
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Procurement Gateway Review Process	More robust Financial & Environmental Sustainability – aligned to the WBFGA	
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Procurement Gateway Review Process	<ol style="list-style-type: none"> <li>That all expenditure requests are brought to the attention of the Gateway Review Body. (Systems and culture).</li> <li>That the Gateway Review Body have the skill sets to analyse requirements</li> <li>That the Gateway Review Body have the authority to refuse, amend new procurements</li> <li>That sufficient time is built into the process to allow for challenge.</li> <li>That the Strategic Procurement function has the additional resource at its disposal to review the process.</li> <li>That the Strategic Procurement function has sufficient resource to develop new procurement initiatives.</li> </ol>
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level	
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)			Overall Level
1	Procurement Gateway Review	A balance needs to be struck between manifesto commitments and actual budget. Such commitments might dilute the Gateway Review Process	Political	2	3	5	Firm commitment that the Procurement Gateway Review Process will have sufficient teeth.	
2	Procurement Gateway Review	The review process needs to be proportionate to the spend and criticality of the need	Strategic & Operational	2	2	4	Potential to run with more than one Gateway Review dependent on spend and whether the service is core or not	
3	Procurement Gateway Review	Appropriate resource needs to be identified to ensure that Gateway Review process doesn't hinder day to day operations.	Strategic & Operational	2	2	4	Appropriate resource needs to be identified.	

Project Strand:	AI & Automation	Responsible Officer:	Emma Jackson
Proposal	Technology & Systems review	Accountable Officer:	Kellie Beirne
Proposal No:	1	Date:	1/2/2018
<b>Version</b>	<b>Date</b>	<b>Changes Made</b>	

1	9/2/2018	
2		

**Strand Summary** (Please include a brief description of work strand being explored)

Ensuring that our organisation has a sustainable, effective and efficient workforce and systems that are sufficient to meet the demands of today and of the future. This can be achieved by making the best use of existing technology & systems to improve staff processes and customer access to our services. Utilising existing digital tools or investing in new tools such as artificial intelligence to automate tasks that normally require human intelligence. Improvement in services through automating manual processes will increase our ability to meet demand and generate revenue.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Reviewing technology and systems that are underutilised or no longer required.	<ul style="list-style-type: none"> <li>We have identified a number of systems that we are not using to their full potential and systems that are no longer fit for purpose and could be decommissioned and replaced. This could include services such as Building Control, Planning, Democratic Services, Revenues &amp; Benefits, Highways and Flood Management and Public Protection.</li> </ul>	Policy priorities of Future Focussed Council
2	Utilising automation and AI to improve customer experience and remove the need for manual processes	<ul style="list-style-type: none"> <li>There are tools available to automate application processes which can result in applications being approved via rules, bypassing the need for user intervention. In addition AI and machine learning can be utilised to automate transactional processes. This would allow customers to self-serve and interact with the Council 24/7. This could include services such as Building Control, Planning, Highways and Flood Management, Waste &amp; Street Scene, PTU, Public Protection and Transport.</li> <li>Tools are available to automate minute taking and reduce staff time</li> <li>Tools are available to provide the ability for staff to work remotely and access our systems whilst onsite with residents/customers</li> </ul>	Policy priorities of Future Focussed Council

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	1/2	Carl Touhig	Reviewed the use of Mobile Worker technology for Waste and Street Services
2	1/2	Mark Hand	Reviewed the potential for further automation, online applications and potential to use technology to aid onsite visits
3	1/2	Dave H Jones	Updated the whole team at their DMT to provide an understanding on the potential of using My Monmouthshire for automation
4	1	Paul Keeble	Reviewed the potential for further automation and online applications
5	1/2	Steve Lane	Reviewed the use of Mobile Worker technology for Waste and Street Services and need to review other systems/processes
6	1	Ruth Donovan	Reviewed the current system and lack of integration with My Monmouthshire for additional automation
7	2	Becky Pritchard on behalf of PTU	Reviewed the use of My Monmouthshire for the provision of online applications
8	2	Deb Jackson	Reviewed the use of My Monmouthshire for the provision of online applications
9	2	Matt Gatehouse	Reviewed the use of My Monmouthshire for the provision of online applications for Blue Badges and how we can implement AI for simple informational or signposting requests
10	2	Claire Marchant/Jane Rodgers	Requested a review of technology available to assist with minute taking and other manual processes
11	2	John Pearson	Various meetings to review potential digital tools to assist with minute taking
12	2	Mike Powell	Reviewed the rural transport study to include an approach for Grass Routes bookings

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	AI solution	Cost of alternative solutions or developments e.g. integration costs	10,000					Potential to apply to Invest to save funding from Welsh Government

1/2		We know that there will be other resource requirements e.g. training/upskilling, resource from the service area and marketing & design skills						To be confirmed
-----	--	---	--	--	--	--	--	-----------------

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Operations	Y		Y
1	Planning, Policy & Place Shaping		Y	Y
1	Social Care, Health & Safeguarding		Y	Y
1	Policy & Governance		Y	Y
1	Resources		Y	Y
2	Operations	Y	Y	Y
2	Policy & Governance	Y	Y	Y
2	Planning, Policy & Place Shaping	Y	Y	Y
2	Social Care, Health & Safeguarding	Y		Y

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Review of systems etc.			3,600			3,600	38,000
2	Automation/AI		10,000	15,000	25,000	35,000	85,000	
3								
	<b>Total</b>						<b>88,600</b>	<b>38,000</b>

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	1/2	Savings in staff time dealing with complaints
2	1/2	Our customers having 24/7 access to the Council and the ability to self-serve
3	1/2	Staff capacity released to concentrate on professional job and complex questions not just administrative functions
4	1/2	Reduce our risk of non-compliance

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	See Future Generations evaluation		
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	1	That we can align contractual obligations for systems to release savings
2	1/2	That we can free up staff time, that we are not just making the impossible possible
3	2	By streamlining the process we will increase demand and will have the capacity to meet that demand

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment				Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)	Overall Level		
1	1/2	Budget savings may already be accounted for by the service area	Operational	4	5	9	Further work required to assess the proposals	2



Prop.	Proposal	Risk		Risk Assessment			Mitigating Actions	Anticipated
2	1/2	No consequence if service areas don't engage	Operational	4	5	9	The accountability needs to be held at a senior level	5
3	1/2	Staff not able to utilize the technology today let alone for the future	Operational	3	5	8	To be assessed with service areas and training provided to upskill staff	4
4	1/2	Insufficient market to increase revenue and impact on FTE's if we cannot fulfil the potential revenue	Operational/ Strategic	3	5	8	Further analysis and evidence to be collated to review and have a planned approach to marketing and communications	4
5	1/2	Unable to identify cash/non cashable savings	Operational	4	5	9	Need to create a robust economic model that can capture cash/non-cashable savings	2

Pressure Mandate Title                      SRS budget 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>Sian Hayward</i>
<b>Date</b>	<i>14/02/18</i>

**Why is this pressure required?**

The Information Security Service was formerly provided by the SRS but was transferred to Gwent Police 5 years ago. The SRS budget was reduced by £44k in 2014/15 to reflect the transfer, but a corresponding budget was not set up within MCC to pay for the service. Gwent Police commissioned a third party contractor to undertake the information security service and the costs were recharged between GP TCBC and MCC. This has now been identified as a pressure in the current year 2017/18, and 2018/19 onwards.

**Directorate & Service Area responsible**

**Resources**

**Mandate lead(s)**

Sian Hayward

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

Name	Organisation/ department	Date
Peter Davies	MCC	010218

**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?**

The Information Security Service provides an independent audit and digital security compliance service as follows-

Audit Function Service Activities
Codes of Connection for compliance to the PSN Certifications
Provide Penetration Testing services
Advice on IT Disaster Recovery and Business Continuity
IAMM delivery for Gwent Police
Interrogation of Machines (TCBC and MCC. GP have Cyber Security Team)
Develop and Maintain Security Policy and associated Policies and Procedures
Data Breaches and Reporting to ICO/SIRO
PCI Compliance
Advice on Information Security

**Expected positive impacts**

This is a critical service to protect the authority against cyber crime. Where anomalies are identified they are passed to the SRS to rectify on behalf of MCC.  
The service also submits our PSN accreditation and undertakes penetration testing.

**Expected negative impacts**

Should this service be deleted it would potentially put us at risk of cyber attack with a loss of data and information preventing the business from running, put vulnerable people at risk and affect the organisations reputation. Without regular pen testing we risk failing to achieve psn accreditation an essential requirement to operate on public service broadband network, which if removed would cease council operation.

**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?**

The pressure is the invoiced cost of the service

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year			Total pressure proposed
				15/16	17/18	18/19	
Information Management					44,000	44,000	

**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
The service has been commissioned via a third party contract which expires in 2020/21	Information Management	

#### 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 resou (financial)
None		

#### 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 A

## 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

## 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 E/4 - Enterprise Proposals

Project Strand:	Making our Workforce more efficient and effective	Responsible Officer:	Lisa/Rob
Proposal	Targeted reduction in agency costs	Accountable Officer:	Peter Davies
Proposal No:	2	Date:	05/02/2018
Version	Date	Changes Made	
1			
2			

### Strand Summary (Please include a brief description of work strand being explored)

Ensuring that our organisation has a sustainable, effective and efficient workforce that is sufficient to meet the demands of today and of the future. Effective workforce planning to reduce the need for external and unplanned staffing spend, giving consideration to shared capacity across the organisation through optimised systems and working practices. Ensuring that there are flexible yet consistent working practices that promote fairness and equality. Focusing on reducing additional spend such as overtime, enhancement and expense claims, which are significant across the organisation to mitigate the risk/requirement to reduce our workforce to meet those increasing costs.

This will be enabled through a targeted focus on high areas of spend and consistent monitoring and analysis of workforce related costs/issues. Working with People Services and service managers to develop workable solutions to workforce issues. Ownership across the whole organisations to ensure costs are considered, reasonable and wherever possible reduced to ensure the future sustainability of our services.

### Saving Proposals (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Reduction in agency costs	We are meeting resource requirements with blend of solutions with temporary arrangements to fulfil service needs. This pressure is more evident in some service areas than others.  We therefore believe that our resource requirements can be met in more sustainable, effective and efficient way.	Yes
2	Roving support & internal agency service	Consideration to be given to developing alternative methods of providing flexible support and roles that can be utilised across the organisation to make best use of colleague's skills and knowledge and reduce the need for external support/spend.	Yes

### Action Plan

Prop. No	Detail
1	<ol style="list-style-type: none"> <li>Sickness &amp; Agency – Undertake a "Leads to Analysis" to determine the most appropriate resource solution - Complete with a number of key HR personnel and managers and ensure wide range of colleagues are included in seeking responses. The analysis will enable us to direct current conversations into workable solutions and gain a valuable understanding of the core problems. Understanding what is driving current behaviours and working practices is key to influencing sustainable improvements that the organisation can feel part of developing and implementing.</li> <li>Implement monthly monitoring reports enable effective management of spend across the organisation. Regular analysis and challenge is vital if we are to mitigate the risks of the continued high costs in this area of spend.</li> </ol>
2	Initial stage is to undertake a skills audit to understand the existing skills that we may currently be underutilising within the organisation. Assess appetite for cross-service working.

### Engagement and Consultation (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	All Proposals	Finance	Data analysis
2		Operations Managers	Leads to Analysis – commencing asap

3	Social Services Managers	Leads to Analysis – commencing asap
---	--------------------------	-------------------------------------

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Resource	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	Finance	Existing resources						NA
2	Employee Services	Existing resources						NA
3	Communications	Existing resources						NA

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Reduction in resource expenditure	Yes		
2	Roving support/Internal agency			Yes
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Assume 4% cut in 18/19 budget against non-school costs

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Reduction in resource expenditure	0	5,000	20,000	20,000	35,000	80,000	
2								
3								
	<b>Total</b>							

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	All proposals	Alignment of terms and conditions across organisation
2		Greater use of apprenticeship opportunities
3		Better succession planning
4		Better opportunity for staff development
		Increase service resilience and robustness

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	All proposals	Assumed sufficient market supply
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Risk	Type (Operational/Strategic/Political)	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Likelihood (0-5)	Impact (0-5)	Overall Level		
1	Alternative arrangements are more expensive	OP	2	3	6	Any existing/potential arrangements will be fully analysed to understand cost	1
2	Alternative arrangement do not deliver long term value for money	OP	1	5	5	Full costs will be considered to ensure value for money is achieved	3
3	Drop in quality	OP	1	5	5	Monitor consequences	2

Prop.	Risk		Risk Assessment			Mitigating Actions	Anticipated post
4	Drop in productivity	OP	1	5	5	Monitor consequences	2
5	Unable to fill resource gap	OP	2	5	10	Monitor and consider all options	5
6	Lack of flexibility with appointment of resources	Strat	2	3	6	Monitor and consider all options	3
7	Adverse HR implications	Strat	1	5	5	Liaise fully with Employee services	2



Project Strand:	Making our workforce more efficient and effective	Responsible Officer:	Lisa/Rob
Proposal	Decrease Travel Costs	Accountable Officer:	Peter Davies
Proposal No:	W002	Date:	05/02/2018
Version	Date	Changes Made	
1			
2			

**Strand Summary** (Please include a brief description of work strand being explored)

Ensuring that our organisation has a sustainable, effective and efficient workforce that is sufficient to meet the demands of today and of the future. Effective workforce planning to reduce the need for external and unplanned staffing spend, giving consideration to shared capacity across the organisation through optimised systems and working practices. Ensuring that there are flexible yet consistent working practices that promote fairness and equality. Focusing on reducing additional spend such as overtime, enhancement and expense claims, which are significant across the organisation to mitigate the risk/requirement to reduce our workforce to meet those increasing costs.

This will be enabled through a targeted focus on high areas of spend and consistent monitoring and analysis of workforce related costs/issues. Working with People Services and service managers to develop workable solutions to workforce issues. Ownership across the whole organisations to ensure costs are considered, reasonable and wherever possible reduced to ensure the future sustainability of our services.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Decrease mileage and fares for travel	Total average mileage expenditure - £670K per annum (based on average over 3 years)  65% - £435K (Social Services, Planning, Operations)  35% - 235K (The rest of the authority)  This means a total saving for targeting mileage/ travel of £71,750.	Yes

**Supplementary Details**

Prop. No	Detail
1	<p><b>Reduction Options</b></p> <ul style="list-style-type: none"> <li>• 12 weeks/annum travel free</li> <li>• Culture change – “Travel smarter not less” (raise cost consciousness)</li> <li>• Process Controls – Full implementation of due process and compliance with policy</li> <li>• Continuous analysis and management – software</li> <li>• Car sharing</li> <li>• Greater use of pool cars</li> <li>• Green Travel Policy – alignment with corporate plan (carbon reduction strategy)</li> <li>• Greater use of digital communication options</li> <li>• Alignment with rural transport policy</li> <li>• Route optimisation</li> <li>• Members remote attendance at meetings (Constitutional change approved Nov 2017)</li> </ul>

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	All	Finance	Data analysis
2		Lloyds Bank	Travel free weeks initiative
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Resource	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	Finance	Existing resources						
2	Employee Services	Existing resources						
3	Communications	Existing resources						

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop.	Proposal	Short Term	Medium Term	Long Term
-------	----------	------------	-------------	-----------

No		(Now – Sept 18)	(Oct – March 19)	(Apr 19 onwards)
1	Reduction in Mileage	Yes		
2	Monthly monitoring of mileage/travel expenditure	Yes		
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

- 65% - £435K Social Services, Planning, Operations (ie essential)
  - 5% saving - £21,750
- 35% - £235K The rest of the authority
  - 12 week travel free - £50,000

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	12 travel free weeks	0	12,500	12,500	12,500	12,500	50,000	
2	5% reduction in mileage	0	5,250	5,250	5,250	6,000	21,750	
3								
	<b>Total</b>						<b>71,750</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	All	Reduced carbon emissions and energy usage
2		Greater productivity and better work life balance due to reduced time travelling
3		Greater utilisation of digital communication
4		Improved public perception
5		Enhanced opportunity for pool car utilisation
6		Regular leave taken by officers planned around travel free weeks
7		Greater opportunity to focus on management activity – ie 121s, CICOs, Team meetings etc
8		Improved use of Skype and other digital communication

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1		Accuracy of data
2		Accuracy of information obtained from service managers
3		Leadership informed and able to drive this through with robust monitoring and reinforcement

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Risk	Type (Operational/ Strategic/ Political)	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Likelihood (0-5)	Impact (0-5)	Overall Level		
1	Impact of disturbance allowance off the back of the Accommodation Review	O	4	3	15	Align with review	8
2	Impact of Transport Review on use the future utilization of pool cars	O	2	3	6	Align with review	3
3	Not aligning appropriately with the fleet review, potential to reduce pool cars that become necessary to this proposal and potential for double counting benefits must be tightly managed and addressed.						

Project Strand:	Workforce	Responsible Officer:	Lisa/Rob
Proposal	Targeted reduction in overtime and enhancement payments (PTU)	Accountable Officer:	Peter Davies
Proposal No:	3	Date:	05/02/2018
Version	Date	Changes Made	
1			
2			

**Strand Summary** (Please include a brief description of work strand being explored)

Ensuring that our organisation has a sustainable, effective and efficient workforce that is sufficient to meet the demands of today and of the future. Effective workforce planning to reduce the need for external and unplanned staffing spend, giving consideration to shared capacity across the organisation through optimised systems and working practices. Ensuring that there are flexible yet consistent working practices that promote fairness and equality. Focusing on reducing additional spend such as overtime, enhancement and expense claims, which are significant across the organisation to mitigate the risk/requirement to reduce our workforce to meet those increasing costs.

This will be enabled through a targeted focus on high areas of spend and consistent monitoring and analysis of workforce related costs/issues. Working with People Services and service managers to develop workable solutions to workforce issues. Ownership across the whole organisations to ensure costs are considered, reasonable and wherever possible reduced to ensure the future sustainability of our services.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Targeted reduction in overtime payments	Focus on home to school transport. Need to implement timesheets to provide substantiation for excessive costs. - current H2S transport overtime projected figure (£215K average)  Tracker system to be utilised to record time sheets for core and overtime.	Yes
2	Reduction in evening/weekend enhancements	Review of current spend. Ongoing review with high spend areas. Consider wider requirement for timesheets	Yes

**Action Plan**

Prop. No	Detail
1	Utilise timesheet recording function in tracker software for route optimisation to enable increased efficiency
2	Review Honoraria spend to understand service requirements
3	Analyse private hire arrangements during school holidays and between split shifts

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1		Finance	Data analysis
2			
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	Finance	Existing resources						
2	Employee Services	Existing resources						
3	Communications	Existing resources						

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Reduction in overtime	Yes		
2	Reduction in enhancements	Yes	Yes	
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Reduce overtime	0	7,000	7,000	7,000	7,000	28,000	
2								
3								
	<b>Total</b>						<b>28,000</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	Reduce overtime	
2	Reduced enhancements	Fair and consistent roles that provide long term sustainability and recognises changes in existing roles.
3		
4		
5		

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1		Accuracy of data
2		Accuracy of information obtained from service managers
3		Sufficient resources available to implement and manage

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Risk	Type (Operational/ Strategic/ Political)	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Likelihood (0-5)	Impact (0-5)	Overall Level		
1	Reduced staff motivation	O	3	5	15	Provide other incentives	5
2	Reduced productivity	O	3	5	15	Manage performance	5
3	Reduced good will	O	2	4	8	Provide other incentives	4

Project Strand:	Optimised Service Delivery	Responsible Officer:	Stacey Jones/Tyrone Stokes
Proposal	Community Hubs	Accountable Officer:	Kellie Beirne
Proposal No:	2	Date:	12.02.2018
Version	Date	Changes Made	
1	12.02.2018		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

To review an opportunities across the authority to optimise service delivery.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Freeze Vacant Post	Freeze the vacant Peripatetic post within Community Hubs for 12 months. The Peripatetic position is a new post, which was introduced into the establishment in 17-18 but has remained vacant during 17-18 to mitigate overspends within the service due to delayed implementation of the restructure. This proposal will delay appointment for a further 12 months which can be achieved given not all of our 'hubs' are currently operational (Abergavenny).	Yes
2	Licences/Software Reductions	The authority have migrated to the All Wales Library Management System. By moving to the all Wales model the authority has saved on licencing and support costs via the shared nature of the agreement.	Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Freeze Vacant Post	Matthew Gatehouse	
2	Licences/Software Reductions	Matthew Gatehouse	
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	N/A							
2	N/A							
3								

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Freeze Vacant Post	x		
2	Licence / Software Reductions	x		
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Freeze Vacant Post		£4,491	£4,491	£4,491	£4,491	£17,964	
2	Licence/Software Reductions		£3,081	£3,081	£3,081	£3,081	£12,324	
3								
	<b>Total</b>						<b>£30,288</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop.	Proposal	Benefit
-------	----------	---------

No		
1		
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1			
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1		
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment				Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)	Overall Level		
1	Freeze Vacant Post	None arising	Operational	0	0	0		
2	Licence/Software Reductions	None arising – agreements in operation	Operational	0	0	0		

Project Strand:	Pressures & Previous Reviews	Responsible Officer:	Tyrone Stokes
Proposal	Housing	Accountable Officer:	Peter Davies
Proposal No:	1	Date:	8/2/18
<b>Version</b>	<b>Date</b>	<b>Changes Made</b>	
1	8.2.18		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

**Review the £288K evidence pressure contained within the 2018/19 MTFP for the Housing section relating to private leasing to reduce it by £160K.**

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Review the £288K evidence pressure within the 2018/19 MTFP	<p>Reduce the pressure downward for 2018/19 by £160K.</p> <p>As part of the 2018/19 MTFP process a pressure was put forward from Housing for private leasing arrangements, which in summary is detailed a report going to select committee on the 8th February requesting that our shared lodgings accommodation be redesignated as hostel accommodation, this will allow us to claim more Housing Benefit and help mitigate the shortfall of management fee.</p> <p>As part of the task group work it appears that the figure in the 2018/19 MTFP has mistakenly been inserted as £288K, whereas the pressure calculation was for £228K. On reviewing the figures with Lindsay and Ian the pressure has been reduced down to £150K, so against the MTFP figure of £288K, this represents a reduction of £138K. However a one off grant for 2018/19 has been announced and £100K of this grant will be used to further offset this pressure bringing the final figure to £50K, an <b>overall reduction of £238K.</b></p>	Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Housing	Ian Bakewell	

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1								
2								
3								

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1				
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Housing						£238K	
	<b>Total</b>						<b>£238K</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop.	Proposal	Benefit

No		
1		
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1			
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1		
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/Strategic/Political)	Likelihood (0-5)	Impact (0-5)		
1	Housing	Medium	Operational/strategic	5	3	8	



## Appendix E/5- CEO & Operations New & Amended Proposals

Project Strand:		Responsible Officer:	Roger Hoggins
Proposal	Reduced Opening for Recycling and Civic amenity centres	Accountable Officer:	Carl Touhig
Proposal No:	1	Date:	15 <sup>th</sup> feb 2018
Version	Date	Changes Made	
1			
2			

### Strand Summary (Please include a brief description of work strand being explored)

Opening times for all 4 sites (Troy, Usk, Llanfoist and 5 Lanes) will move to summer and winter opening hours – 9.00 a.m. to 5.00 p.m. and 10.00 a.m to 4.00 p.m. from the current 8.00 a.m. to 6.00 p.m.

### Saving Proposals (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Reduced opening hours	Summer and Winter opening hours – service remains available but staffing costs are reduced.	

### Engagement and Consultation (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1		Viridor	Seeking estimate of potential reduced contract costs
2			
3			

### Resource Investment Required (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1								
2								
3								

### Implementation Timeframe (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1				
2	Reduced hours		X	
3				

### Budget Saving Estimate (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Reduced hours			3,500	3,500	3,500	10,500	13,000
	<b>Total</b>						<b>10,500</b>	<b>13,000</b>

### Non-Financial Benefits (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop.	Proposal	Benefit
-------	----------	---------

No		
1		
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Reduced hours	Nothing in relation to FGEA but less convenient to public but service remains	N

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1		Change supported by contractor without contractual dispute
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)		
1							
2							
3							

Project Strand:	Transport	Responsible Officer:	Becky Pritchard
Proposal	Reviewing and transforming the costs of Home to School Transport	Accountable Officer:	Richard Cope
Proposal No:	1	Date:	5 <sup>th</sup> February 2018
<b>Version</b>	<b>Date</b>	<b>Changes Made</b>	
1	5.2.18		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

A new type of procurement process a 'Dynamic Purchasing System' framework in collaboration with Newport CC, Torfaen BC & Blaenau Gwent BC will be introduced. The New DPS system will be in place for February and will enable operators to join at any point. The DPS will be used for all passenger transport services, which will include social services taxi provision, local bus services and home to School Transport. The tender exercise will include route optimisation and looking at Best Value contracts including working cross borders on tendering contracts. Introduction of Personal Transport Budgets for Parents where beneficial will also be introduced and looking at in-house provision on high cost transport where a PTB is not taken up or high operator costs exist. Introduce new payment terms for operators by Direct Debit, which offer a reduction in costs whilst assisting small businesses to operate optimally.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	New DPS	Re tendering of contracts including route optimisation & Cross Border works.	Yes
2.	Personal Transport Budgets	Introduce Personal Transport Budgets for parents where beneficial offering assistance to transport their own children offering better choices.	Yes
3.	In House Provision.	Asses high cost contracts in conjunction with offering Personal Transport Budgets and where outside costs are high look to provide provision in house.	Yes
4.	Introduce new payment terms for operators	Offer improved payment terms to operators which give them a better cash flow throughout the year in return for a % reduction in cost which will be economically advantageous for both operators and the authority.	Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	DPS Re tendering	Bus and Taxi Operators Cabinet Member SLT, Procurement Head of Legal Finance	DPS issued through Etender Wales, sent to operators by e mail, operators contacted to be encouraged to join DPS. Letter to be sent to operators who have not applied shortly, engagement day planned on PTU services. Engaging with other Local Authorities on cross border working and shared contracts
2	Personal Transport Budgets	SLT Cabinet Member Legal Finance Procurement Internal Audit Education	Checked legal documentation and liaised with finance partners on method of payments, Cabinet Member report to be written, Terms of payment to be agreed.
3	In House Provision	SLT Legal Licensing Finance People Services Fleet Transport	Liaised with licensing and legal over legalities of using pool vehicles and under 8 seats on contracts. Finance partners on costings and People services on staff recruitment. Fleet transport manager on suitable vehicles and utilisation.
4.	Improved Payment Terms to operators	Finance Banking Internal Audit Bus and Taxi Operators Legal	Consulted with bus and taxi operators with soft market testing on payment terms being changed to provide a regular payment in return for a % discount on contract costs.  Checked with procurement, Finance, audit, banking and Legal on terms and conditions of contracts and how this could be implemented.

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost	
1	DPS Re tendering	Staff for completing the processes in line with timescales	None	1 member of staff and increase hours of two current staff members who work part time By 3h 42 and 7h 24 respectively for 8 months £204.97+£45.29+£5.60 p.m = £767.58 £84.12 p.w = £1,009 Total Cost £1,776.58	As quarter 1 £1,776.58	As quarter 1 but pro rata for two months. £1,184.38	None	£4736	
2	Personal Transport Budgets	None identified							
3	In House Provision	Possible vehicle hire or lease on demand and extra staff as required (unknown at present)	Estimates Vehicle Cost/ Driver Employee cost/ Escort Employee Costs and Mileage expenses have been deducted from the Income generation – Income generation is net saving.						
4	Improvement in payment terms	None identified							

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	DPS Retendering	Tender issued and awarded for 1 <sup>st</sup> September savings implemented from this date	Savings will be implemented but will depend on demand not increasing	Dependant on no increase in statutory provision
2	Personal Transport Budgets	Report to Cabinet Member and relevant committees, offer to be put in place by end of April before tenders are returned	Dependant on numbers taken up	Dependant on numbers taken up.
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	DPS Re tender	Nil	Nil	£26315	£72369	£72369	£171053	£250,000 per annum but will depend on statutory demand which is currently Unknown due to no information on pupil numbers available
2	Personal Transport Budgets	Nil	Nil	£4736	£13026	£13026	£30788	£45,000 Dependant on take up
3	In House Provision	Nil	Nil	£6316	£17368	£17368	£41052	£60,000
4.	Improved Payment Terms	Nil	£7422	£5526	£8526	£8526	£30,000	£30,000
	<b>Total</b>		<b>£7422</b>	<b>£42893</b>	<b>£111289</b>	<b>£111289</b>	<b>£272893</b>	<b>£380,000</b>

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	DPS retendering	Better co-ordinated routes by optimisation reduced travel time for pupils , reduced C02 emissions
2	Personal Transport Budgets	Better Choice for parents, Safeguarding security
3	In House Provision	Control on safe recruitment, safeguarding, lower C02 emissions ,
4	Improved Payment Terms	Cashflow for operators improves makes them more sustainable and viable. Reduces administration time.

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	DPS retender	Improve competition on contract costs , improve routes with optimisation and cross border working	Positive
2	Personal Transport Budgets	Improve the parental choice and transport arrangements for pupils especially special needs pupils so that parents can arrange their own transport which will improve choice and the pupil experience	Positive
3	In House Provision	Provision will be controlled which improves corporate safeguarding policies and use of low emission vehicles will help environment	Positive
4	Improved Payment Terms	Better sustainability for operators to improve staff conditions where cashflow has been a problem sustain local businesses	Positive

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	DPS retender	Savings from tendering all contracts together rather than individually to give more competition should produce some contract savings. SEN contract numbers not changing in September with some contracts ceasing.
2	Personal Transport Budgets	Dependant on numbers taking up the option – Based on 3 Parent taking up this option who currently require single taxi and escort SEN Transport
3	In House Provision	If tender prices remain high, this will be an option where based on current costings this will be viable on a number of contracts.
4	Improved Payment Terms	Dependant on take up by operator's early indications are positive. Assumptions based on a 2.5% take up from 4 contractors

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment				Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)	Overall Level		
1	DPS retendering	Not enough competition on tendered routes	Operational	3	4	4	Offering Personal transport budgets or in house provision so comparison of costs will give best value also improving payment terms may attract new operators	2
2	Personal Transport Budgets	Not enough take up by parents	Operational	2	2	2	Contracts can be put in place or in house provision	1
3	In-House Provision	Staff recruitment and vehicle provision	Operational	2	2	2	Temporary contracts put in place to mitigate timescales of staff recruitment or non-availability of vehicles	1
4	Improved Payment Terms	Low take up of offer	Operational	2	2	2	Revert to current payment terms	1

Project Strand:	Transport	Responsible Officer:	Debbie Jackson
Proposal	Transport Review & Installation of Telematics 'Tracking' System	Accountable Officer:	Roger Hoggins
Proposal No:	2	Date:	08/02/2018
<b>Version</b>	<b>Date</b>	<b>Changes Made</b>	
1			
2			

**Strand Summary** (Please include a brief description of work strand being explored)

"Review of Transport" to ascertain whether the authorities vehicle fleet is of the requisite size to support the relevant services, and how much the fleet is used compared with its availability.

At present our Transport Fleet stands at 396 vehicles, spread across several departments i.e. Operations, Tourism & Leisure, Social Services (Children & Adult Services), Education, Planning, Housing & Public Protection, Property & Facilities Management. These are made up of various types of vehicles i.e. cars, vans, light commercials, HGV tippers, Refuse vehicles, coaches, minibuses, sweepers traffic management etc., plus some large items of plant i.e. gritters, tractors, ride on mowers, all of which are owned, leased and hired.

Installation on telematics in the remainder of fleet, which will aid with the improved utilization and suitability of the vehicles, which will deliver significant environmental benefits through reduced CO2 emissions, and generate future financial savings for the authority, and lead to optimization of the vehicles which will achieve increased productivity.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Transport Review	Review of Transport to be carried out by independent Transport consultants. A strategic review of current vehicle usage and any options available to the Council to increase and optimise that usage in order to reduce vehicle numbers. An overview of the current systems and procedures in place for the management of the authorities' vehicle fleet, maintenance planning and replacement of vehicles, and a green fleet review.	Wellbeing & Future generations
2.	Installation of telematics across the remainder of the fleet.	Telematics systems are currently installed in a number of vehicles throughout the fleet, the aim of a telematics system installed into the remainder of the fleet is to reduce operating costs, increase productivity, increase fuel efficiency, strengthen compliance, reduce at fault accidents, reduce Co2 emissions and improve customer's services.	

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Transport Review	Transport Team	Updated the whole team to advise of the review
1.	Transport Review	Procurement team	Updated procurement on proposal.
2	Telematics Installation	S Lane, N Leaworthy, D Lane, A Church, A Read, J Wassal, R Cope, H Jones, M Sims. P Batty, J Baldwin, S Sandford. A. Perrin  Procurement team on proposal and framework options.  Insurance team on possible financial assistance from present insurance provider	May 2017 – contacted existing Mangers/users (uses of telematics systems) to advise that we are looking to carry out a procurement exercise whereby we want to consolidate the existing tracking providers, for consistency, increased opportunities from data received, and a view to make financial savings. June 2017 - Carried out extensive market research. June 2017 – viewed existing and new frameworks for telematics systems. July 2017 - Stakeholder engagement session with various managers and 4 telematics providers. 31 <sup>st</sup> Aug 2017- Trialled the preferred telematics system. Installation of trial trackers went in to Waste, Grounds, Highways, transport vehicles. Oct 2017 - Reviewed that data and interrogated the preferred system. Oct 2017 - Cost comparison with existing telematics system Oct 2017- procurement team on frameworks and proposal Oct 2017 - Compared capabilities of the preferred system. Nov 2017 – Stakeholder engagement session with various managers and trial telematics provider

		Managers who currently do not operate telematics, advised of the Fleet Review and telematics installations into remainder of the fleet.	<p>Nov 2017 – agreed on preferred provider</p> <p>Nov 2017 – Emailed various sections who currently who do not operate telematics to advise of the preferred system and possible potential for improvements in their section.</p> <p>Dec- Email to Insurance on financial assistance from insurers</p> <p>Jan 2017 – installations commenced into existing telematics user's vehicles.</p> <p>Feb 2017 – other sections advised by SLT of the fleet review underway and as part of that review the remainder of the fleet to have telematics installed.</p> <p>Feb 2017 –detailed conversation with other sections who are new to telematics to advise of the Fleet Review &amp; benefits of a telematics system.</p>
--	--	---	---

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	Transport Review	Consultancy fees		£5,000	£5,000			£10,000
2	Telematics	Installation costs into the remainder of the fleet (Inc. 12mths tracking)	£8,064	£4,752			£3,384	£16,200 – met already through Future Mon and remainder to be covered through Insurance
2	Telematics	Training of telematics system to staff	FOC					FOC
4.	Telematics	Ongoing support required to utilise system to full potential i.e. create booking systems etc. Part time for telematics utilisation analysis - £8,000. In house development from Digi team for utilisation of app for journey planning and route optimisation. Working in conjunction with WG.		£2,000	£2,000	£2,000	£2,000	£8,000

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Transport Review	April - May		
2	Telematics installation	Jan – April (for new installations)	Nov-Dec for the remainder of waste vehicles when their current contract expires.	
2	Telematics training	Jan – April	Dec - Waste	

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1 & 2	Transport Review & Telematics				£10k	£10k	£20K	TBC
3								
4								

	<b>Total</b>						<b>£20K</b>	
--	--------------	--	--	--	--	--	-------------	--

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	Transport Review	A strategic review of current vehicle usage and any options to the council to increase and optimise that use. A detailed overview of the current systems, policies and procedures in place for the management of the vehicle fleet, maintenance planning and vehicle replacements.
2	Telematics	Improved safety through monitored driver behaviour. Improve job satisfaction – with smart phones or tablets drivers aware of vehicle bookings Enhanced vehicle security. Optimisation of vehicle. Staff savings – if booking system if created
2	Telematics	Creation of robust policies for the use of pool cars will enable council employees a defined framework for the use of the vehicles and help eliminate any disparity amongst colleagues.

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Transport Review	Options available to the Monmouthshire County Council to reduce total fleet emissions, and details of funding opportunities that may be available for green fleet technology ( <i>but within a cost effective outcome</i> )	
2	Telematics	Environmental benefits through reduced CO2 emissions through better utilisation and routing of vehicle. Reduction in vehicle accidents through accident risk management.	
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Transport Review	The review will assist in our next approach to market for vehicle renewal.
1		The effective management of fleet will determine future operating costs.
2	Telematics	The system will highlight the underutilisation of the fleet with a view to increase optimisation.
2		The relevant sections will use the system to its full capabilities to assist in their daily managing of their vehicles. Also, for support to be provided to those managers who wish to create additional opportunities i.e. bookings systems etc.

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)		
1	Telematics	Sections reluctance to embrace and use the telematics system to its full potential.					



Project Strand:	Treasury	Responsible Officer:	Roger Hoggins
Proposal	Highways – Ensuring full overhead recovery on all works	Accountable Officer:	Dave Loder
Proposal No:		Date:	12/02/2018
Version	Date	Changes Made	
1			
2			

**Strand Summary** (Please include a brief description of work strand being explored)

**Highways**

To ensure that all relevant overheads attributable to a job are charged to client – this will see a net increase in income/fees of £140,000.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Highways Overhead recovery	To ensure that all relevant overheads attributable to a job are charged to client – this will see a net increase in income/fees	

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	N/A		
2			
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	N/A							
2								
3								

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Highways Overhead Recovery	Yes	Yes	Yes
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Highways Overhead Recovery		35,000	35,000	35,000	35,000	140,000	140,000
2								
3								
	<b>Total</b>							

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1		
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1			
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Highways Overhead Recovery	That current client levels will be maintained going forward.
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level	
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)			Overall Level
1	Highways Overhead Recovery	Inclusion of all relevant overheads might make our pricing too high and we could lose custom		3	5	8	<ul style="list-style-type: none"> <li>• by regular monitoring of client base to ensure we are not losing custom.</li> <li>• Regular market testing for comparison with competitors.</li> <li>• Regular monitoring of costs to ensure correct figures are included and our charging mechanism still falls within Local authority accounting principles.</li> </ul>	6

Project Strand:	Making our workforce more efficient and effective - Expanding Raglan Training Centre	Lead Officer:	Rob/Lisa
Version No:	4	Group Members:	Kate, Paula
Date:	9 <sup>th</sup> February, 2018		

Version	Date	Changes Made
1		
2		

**Strand Summary** (Please include a brief description of work strand being explored)

To refocus and develop our training offer through expansion of opportunities offered through Raglan Training Centre. To manage and foster confidence in succession planning. To implement a comprehensive apprenticeship training scheme for the whole authority. To have a more progressive approach to succession planning and create a hub for colleague support, development and learning in the Operations field and beyond. To advertise and market the centre for external work.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	To expand and develop activities offered from Raglan Training Centre	To use data, evidence and experience to develop the activity and development opportunities led and provided by the centre. To refocus and rebuild the offer in order to take advantage of market opportunities. To refocus external training in-house.	Yes – investment in improving physical infrastructure in our county and a future focussed council
2	To sell training to external bodies	To develop the market opportunity to sell the service beyond Monmouthshire in response to specifically identified opportunities	Y
3	To create a cadetship and traineeship scheme to invest in succession and workforce planning	To attract new entries to trades and services in order to enable growth and succession training to take place and detract from more costly practices such as agency.	Y

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	All of the above	Training Manager Neighbouring authorities Service Managers Stakeholder	Feasibility study, discussion, exploratory talks with potential stakeholders and partners. Understood the balance of external/ internal training in order to refocus activity back to the RTC Market tested with neighbouring authorities and beyond.
2	All of the above	As above	As above
3	All of the above	As above	As above

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1								
2								
3								

**Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	All			
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving

		Cost/Saving						
1	Income generation of selling to external bodies (75 days training @ £650 per day)		£12,1875.50	£12,1875.50	£12,1875.50	£12,1875.50	£48,750.00	
2								
3								
	<b>Total</b>						<b>£48,750</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1		Increased belonging, wellbeing and aspiration of workforce. Enhance name and reputational value of Raglan Training Centre.
2		Meeting customer expectations
3		Growing of younger workforce and succession

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1		See Future Generations Assessment	
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1		
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)		
1		Time taken to re-build center value and reputation	Strategic			Centre marketing and training plan to be produced, shared and marketed.  To engage services of OD Lead to ensure focus is on value added and investment in building resilient valued & workforce	
2		The perception that delivering services to external bodies will detract from internal services	Operational			Ensuring robust evaluation is in place and that the balance of internal-external work is consistently monitored and evaluated.	
3		Market competition increases in the area with large scale infrastructure developments taken off in the region	Strategic			Market research and identification & ongoing SWOT analysis to understand challenges and opportunities	
4.		Ability to convert externally booked training to internal provision in the time available	Operational			Analysis to be undertaken and bookings cancelled in advance and opportunities re-diverted to centre  Ensuring all relevant accreditations for training delivery are in place and	

Prop. No.	Proposal	Risk	Risk Assessment	Mitigating Actions	Anticipated
				remain up-to-date	

Project Strand:	Fees and charges	Responsible Officer:	Roger Hoggins
Proposal	Increase in primary school meals charge	Accountable Officer:	Pauline Batty
Proposal No:		Date:	16/02/2018
Version	Date	Changes Made	
1			
2			

**Strand Summary** (Please include a brief description of work strand being explored)

Increase in school meal charge from £2.10 to £2.45 to better reflect cost of service overall and ingredient/preparation costs (majority of food freshly prepared – minimum of pre prepared foods). Increase in Adult meal charge (provided in primary schools) from £3.70 to £4.10.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No.	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Increase in meal charge for primary school children and adults meals provided in school	Increase charge from £2.10 to £2.45 to better reflect service cost overall (incl free school meals costs). Charge then to be fixed for a further two years – i.e. 19/20 and 20/21. – (adults to increase from £3.70 to £4.10).	

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No.	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	School meal price increase	Select committee members	Joint select committee meeting on the 27 <sup>th</sup> Feb
2			
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No.	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	Increase service advertising to promote quality and nutrition	Advertising campaign – media publicity		£3,000				
2								
3								

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No.	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	School price increase		X	
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No.	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving

1	Price increase		-£18,750	£10,000	£54,400	£54,400	£100,000	ongoing
2								
3								
	<b>Total</b>							

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	Price increase	To ensure continued quality of service and for the current service standard to remain affordable within the service budget.
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Price increase	Increase in service cost although free school meals scheme aids those on low income. The price increase helps to sustain the quality of the service and to comply with WG nutritional standards.	
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Price increase	A reduction in take up of school meals service of 10%
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)		
1	Price increase	Drop off in custom	operational	5	5	Marketing and assumption in financial projection of 10% reduction	

Project Strand:	Waste/recycling	Lead Officer:	Roger Hoggins
Version No:		Group Members:	Carl Touhig
Date:	16/02/18		

Version	Date	Changes Made
1		
2		

**Strand Summary** (Please include a brief description of work strand being explored)

Apportionment of Waste and recycling arriving at Llanfoist Recycling Centre to BGCBC, sampling of visitors suggesting that BGCBC residents are taking advantage of the facility given its proximity to BGCBC boundary. BGCBC being invoiced to reflect the estimated waste and recycling arising being managed by MCC.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Apportionment of waste/recycling	Some of those visiting Llanfoist CA site are from BGCBC. The principle of cross border charging and apportionment of waste and recycling has been established elsewhere in Wales.	
2			
3			

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Apportionment of waste	BGCBC, SLT, waste officers, WG, NRW, select committee	Interested bodies have been approached to test the support for applying this apportionment of waste/recycling cross border.
2			
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	Apportionment of waste	Occasional sampling – use existing staff						
2								
3								

**Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	apportionment	X	X	X
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	apportionment					£100,000		
2								
3								
	<b>Total</b>							

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	Apportionment	Ensures that waste data more accurately reflects where waste and recycling comes from.
2		

3		
---	--	--

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	apportionment	neutral	
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Apportionment	The apportionment reflects an estimate of usage and is subject to change should say BGCBC introduce a more convenient facility within their county – but obviously arising at Llanfoist also drop accordingly.
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment				Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)	Overall Level		
1	apportionment	Fluctuation in levels in the future	Operational	3	4		none	



Project Strand:	Pressures & Previous Reviews	Responsible Officer:	Tyrone Stokes
Proposal	PTU	Accountable Officer:	Peter Davies
Proposal No:	2	Date:	8/2/18
Version	Date	Changes Made	
1	8.2.18		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

Review the net £25K evidence pressure contained within the 2018/19 MTFP for PTU around transport costs for pupils attending the new Welsh school in Duffryn Newport.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
2	Review the net £25K evidence pressure highlighted for 2018/19	<p>Remove the net £25K for Duffryn transport from the 2018/19 MTFP.</p> <p>In 2015/16 a pressure mandate was put forward as part of the MTFP process due to increased transport costs for attendance at a new Welsh school in Duffryn, Newport. This original pressure mandate highlighted a pressure of £47K in 2018/19.</p> <p>However a revised position was put forward in the 2018/19 MTFP to reduce this pressure by £22K for the 2018/19 MTFP to £25K.</p> <p>As part of the task group work this pressure has been revisited and the attendance numbers have not been as first envisaged, plus working with Newport CC on transport routes has eliminated the need for this pressure in 2018/19. Subsequent year's pressures will be reviewed as part of the 2019/20 MTFP process.</p>	Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
2	PTU	Roger Hoggins & Richard Cope	

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1								
2								
3								

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1				
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
2	PTU						£25K	Tbc
	<b>Total</b>						<b>£25K</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1		
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
2	PTU	On the third corporate priority	Positive

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1		
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)		
2	PTU		Operational	0	0	0	

## Appendix E/6- Financing New & Amended Proposals

Project Strand:	Treasury/Efficiency	Responsible Officer:	Ruth Donovan
Proposal	Council Tax/Council Tax Reduction Scheme	Accountable Officer:	Peter Davies
Proposal No:	5 & 1	Date:	15 <sup>th</sup> February 2018
Version	Date	Changes Made	
1	15 <sup>th</sup> February 2018		
2			

### Strand Summary (Please include a brief description of work strand being explored)

Review the council tax base, prepared for council tax setting purposes, against current planning information to assess the scope for additional housing completions coming on line in 2018/19. This review also looked at the current collection performance to determine whether there was any scope in budgeting for a surplus in council tax recovery.

In addition a further review of the Council Tax Reduction Scheme (CTRS) was undertaken to identify if there was any scope to release additional savings to the MTFP over and above those already identified.

### Saving Proposals (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	To review the number of housing completions anticipated for 2018/19	Work with colleagues in Planning to identify any new build properties that are likely to be completed and lived in during 2018/19, which are currently not included in the Council Tax base.	Yes
2	To review the current recovery performance for Council Tax	Review historic council tax recovery performance to identify if there is any scope to budget for an over recovery in council tax. The budget assumes a 99% collection rate with average collection rates, over a 10/15 year period, circa 99.4%. This additional council tax income is reported as part of the budget monitoring and is used to offset any in year budget pressures. The proposal is to budget for this surplus in recovery	Yes
3	To release additional budget allocated to the Council Tax Reduction Scheme	A review of current CTRS caseload identified a continued downward trend in applications.	Yes

### Engagement and Consultation (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Housing completions	MCC Planning and Revenues Teams	Both teams worked together to identify possible additional sites.
2	Council Tax recovery	MCC Revenues Team	Review historic recovery data
3	Council Tax Reduction Scheme	MCC Revenues Team	Review historic and current CTRS caseload

### Resource Investment Required (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1		Nil						
2		Nil						
3		Nil						

### Implementation Timeframe (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Housing completions	Will depend when properties are completed	Will depend when properties are completed	
2	Council Tax recovery	On going through to year end	On going through to year end	
3	Council Tax Reduction Scheme	On going through to year end	On going through to year end	

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Housing completions	Nil	Not known	Not known	Not known	Not known	£120,000	
2	Council Tax recovery	Nil	Not known	Not known	Not known	Not known	£100,000	
3	Council Tax Reduction Scheme	Nil	Not known	Not known	Not known	Not known	£50,000	
	<b>Total</b>	Nil					£270,000	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1		
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Housing completions	This additional income generation will help to balance the 2018/19 budget	Positive
2	Council Tax recovery	This additional income generation will help to balance the 2018/19 budget	Positive
3	Council Tax Reduction Scheme	This additional income generation will help to balance the 2018/19 budget	Positive

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Housing completions	Assumes that our planning data is accurate and up to date and reflects what is actually happening with these developments.
2	Council Tax recovery	Assumes that council tax recovery will continue in line with previous historic recovery patterns.
3	Council Tax Reduction Scheme	Assumes that CTRS caseloads continues to fall in line with previous patterns.

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment				Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)	Overall Level		
1	Housing completions	That the anticipated additional developments are delayed and the households don't become liable for council tax in the 2018/19 financial year	Operational Strategic	3	5	15	There is little the Authority can do, as housing completions are down to individual house builders. The Authority can only raise a charge when the Valuation Office have brought the property into rating	3 x 5=15
2	Council Tax recovery	That future recovery does not replicate historic performance. Many socio/economic factors can	Operational	3	5	15	There are no mitigating factors here other than to ensure that the Revenues Team continue to operate efficient and effective recovery procedures	3 x 5=15

Prop.	Proposal	Risk		Risk Assessment			Mitigating Actions	Anticipated
		influence this which are largely outside of the Authority's control						
3	Council Tax Reduction Scheme	That caseload starts to rise. This is a possibility given the introduction of full Universal Credit in the summer of 2018. Welsh Government has also indicated that they are planning on promoting the scheme next year which could lead to an increase in caseload	Operational Strategic	3	5	15	There are no mitigating factors here as the Authority has to award this relief to any eligible applicants	3 x 5=15

## 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 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
- 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 Directorate Management Teams, Chief Officers, Strategic Leadership Team and Cabinet Member scrutiny.
- Comparing year on year budgets by using 2016/17 outturn and 2017/18 budget monitoring data.
- Looking at a unit cost analysis for services against other Welsh authorities
- 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.
- Providing Select Committees with the assumptions underlying the Medium Term Financial Plan.
- Consulting on budget proposals with the Schools Budget Forum, Trade Unions (via the Joint Advisory Group), vulnerable groups and the disabled via the Access for All forum and with young people through the Engage to Change network.
- 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 MTFP model. Outlined below are the key risks and how they are being managed:

- Some identification of evidenced based pressures in relation to the financial impact of increasing demand in children's social services, demographic changes such as increasing elderly population, changes in pupil numbers, increase in special educational need provision has been included in the current budget process. However, these risks have in part been mitigated by the protection given to these areas in the sense that budget savings continue to be 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.
- 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 community, other partners and entities. 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. 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.
- With this in mind, the existing financial year evidences quite significant adverse variance against budget based on month 7 activity. This places an additional risk that Council Fund levels will be compromised below 4%-6% financial planning assumption traditionally volunteered to Members as prudent.
- Some of the apparent pressures evident during month 7 monitoring have been addressed as specific pressures in 2018-19 budget proposals, and furthermore adjustments that need to be made in respect of previously savings volunteered to members and supported by them which are not subsequently being delivered.
- Late notification of grant funding streams being removed or reduced. There are still significant grant streams that the Council relies upon, that have either not yet been communicated by Welsh Government, have been received late in the budget process or where the impact of notifications is awaiting further clarification. This is particularly an issue where the expenditure backing this grant has an effect on the financing of permanent staff e.g. concessionary fares, bus services support grant. 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.
- No allowance for non-pay inflation is afforded in the proposed budget, despite RPI predictions over next 4 years being between 2.7% to 3%. 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.

- General pressures on school budgets indicated by the number of schools requiring an agreed 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 still need to establish timely sustainable budget management plans and where necessary budget recovery plans.
- Treasury estimates established in the budget are based on cashflows, timing of capital spend, forecast interest rate levels and capital receipts occurring as planned. In a change from previous years a degree of capital slippage (£6m) has been assumed, that won't require financing in year, and an increase in short term variable rate loan funding rather than fixed rate financing. This has necessitated an explicit change in Treasury Strategy.
- The risks on the capital side are largely caused by limited additional capital receipts being foreseen by colleagues during the next MTFP window, placing an additional emphasis on borrowing going forward, at a time when revenue headroom to afford borrowing is compromised by the extent of annual savings necessary to achieve a balanced budget.
- In addition there is a balance between affording the significant pressures highlighted of a capital nature not currently met against Future schools aspirations.

1.5 Whilst the above risks in the 2018/19 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:

- Very low settlements projected for the medium term
- The financial, service and strategic implications of service transformation.
- 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
- Low economic activity leading to increased demand for some services and reduced income in others.

## 1.6 Adequacy of reserves

1.7 The MTFP has established the principles for general and earmarked reserve utilization. The level of the Council Fund reserve stood at £7.1m at start of 2017-18. Latest financial monitoring information shared with Members and SLT during the year indicates an adverse forecast situation of £62k, but relies upon net cost of service deficits being no greater than £1.333million compensated by Treasury activity and Council Tax receipts. Any adverse volatility in service deficit costs could have a material effect on Council's



prudent financial planning assumption of keeping general reserve levels between 4-6% of net expenditure. As an indication £7.05m balance (i.e. brought forward reserve balance less £62k) equates to 4.63% cover, which is only a little above minimum prudent provision.

- 1.8 During 2017-18 Cabinet agreed to a one off relaxation of Fairer Funding Regulations to the extent that schools balances were allowed to be a maximum £608k deficit. As at month 7, school balance activity was £54k below that ceiling figure. Going forward and to avoid compromising extent of holistic balance, this will place far more emphasis on LEA finance colleagues to agree budgets that are sustainable to the resources available rather than passporting additional deficits to their school reserve.
- 1.9 The 2018/19 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 £7.8 million forecast at end of 2017/18 to £6.1 million at the end of 2018/19. (Appendix H) 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 circa £2.8 million.
- 1.11 The volatility of the Children's social services budget continues to be apparent despite cash injections from previous budget processes. The effect of the services Recovery plan is modelled both in terms of pressure volunteered by the service and how over the term of the MTFP the service will reduce that pressure to arrive at a sustainable service with budget allocation.
- 1.12 My judgement, taking into account the budget forecast at month 7, 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 into 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. Extra savings may need to be drawn up and communicated to members after the budget process, if the 2017-18 outturn position introduces a Council Fund balance below 4%.
- 1.13 The provisional schedule of reserves estimated at the end of the financial year is included as an appendix to the budget report.

Peter Davies  
Responsible Financial Officer

## **Appendix G - PRUDENTIAL INDICATORS for Programme Proposals 2018/22**

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 2018/2019 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 2018/19 to 2021/22 is as follows: The 2018/19 figures are inclusive of £6,000,000 of slippage from 2017/18 as estimated in the 2018/19 MTFP on which these indicators are based.

- General Unsupported borrowing of £1,000,000 2018/19 to 2021/22.
- 21<sup>st</sup> Century Schools – budgeted unsupported borrowing of £7,547,000 and £4,070,000 (adjusted for slippage) in 2017/18 and 2018/19.
- Other budgeted unsupported borrowing of £1,658,000 in 2017/18 including £506,000 for the Solar Farm and £550,000 for carparks. And in 2018/19, £2,283,000 for the Abergavenny Community Hub and £1,000,000 for the refurbishment of J block at County Hall, Usk, and £400,000 sensory room development in Monmouth and Caldicot High Schools
- £2,402,000 of supported borrowing in 2017/18 and £2,410,000 in 2018/19 to 2021/22 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 2016/17 and the estimates of capital expenditure and financing for the current year and future years that are recommended for approval are:

	<b>2016/17 Actual £000</b>	<b>2017/18 Estimate £000</b>	<b>2018/19 Estimate £000</b>	<b>2019/20 Estimate £000</b>	<b>2020/21 Estimate £000</b>	<b>2021/22 Estimate £000</b>
Capital Expenditure	41,684	48,645	28,805	6,623	5,863	6,120

The estimate of capital expenditure for the 2017/18 and 2018/19 financial years includes allowance for estimated slippage of expenditure from the 2017/18 capital programme.

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>2016/17 Actual %</b>	<b>2017/18 Estimate %</b>	<b>2018/19 Estimate %</b>	<b>2019/20 Estimate %</b>	<b>2020/21 Estimate %</b>	<b>2021/22 Estimate %</b>
Ratio of financing costs to net revenue stream	4.33	4.79	5.18	5.13	5.19	5.10

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 2017 are:

	<b>2016/17 Actual £000</b>	<b>2017/18 Estimate £000</b>	<b>2018/19 Estimate £000</b>	<b>2019/20 Estimate £000</b>	<b>2020/21 Estimate £000</b>	<b>2021/22 Estimate £000</b>
Capital Financing Requirement	134,588	143,219	155,484	159,345	157,820	156,553

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 9<sup>th</sup> March 2017 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.

		<b>2016/17 Actual £000</b>	<b>2017/18 Estimate £000</b>	<b>2018/19 Estimate £000</b>	<b>2019/20 Estimate £000</b>	<b>2020/21 Estimate £000</b>	<b>2021/22 Estimate £000</b>
Net borrowing	External	84,904	119,597	135,110	133,207	127,449	127,081
Gross borrowing	External	89,329	125,305	140,289	139,046	132,897	133,090
Capital Requirement	Financing	134,588	143,219	155,484	159,345	157,820	156,553

The Head of Finance, as the Authority's S151 officer, reports that the Authority had no difficulty meeting this requirement in 2016/17, 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>2016/17 Actual £000</b>	<b>2017/18 Estimate £000</b>	<b>2018/19 Estimate £000</b>	<b>2019/20 Estimate £000</b>	<b>2020/21 Estimate £000</b>	<b>2020/21 Estimate £000</b>
Borrowing		123,529	170,917	191,489	190,246	184,097	184,290
Other long term liabilities		2,707	2,543	2,843	2,643	2,443	2,368
<b>Total</b>		<b>126,236</b>	<b>173,460</b>	<b>194,332</b>	<b>192,889</b>	<b>186,540</b>	<b>186,658</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 budget proposals 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 worst case scenario, with sufficient headroom over and above this to allow for operational management, for example unusual cash movements.

## Operational Boundary for External Debt

The Council is also asked to approve the following Operational Boundary for external debt for the same period.

	<b>2016/17 Actual £000</b>	<b>2017/18 Estimate £000</b>	<b>2018/19 Estimate £000</b>	<b>2019/20 Estimate £000</b>	<b>2020/21 Estimate £000</b>	<b>2021/22 Estimate £000</b>
Borrowing	103,329	140,717	161,289	160,046	153,897	154,090
Other long term liabilities	1,207	1,043	1,343	1,143	943	868
	<b>104,536</b>	<b>141,760</b>	<b>162,632</b>	<b>161,189</b>	<b>154,840</b>	<b>154,958</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 2017 was £90.5 million, comprising £89.3 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 the 2018/19 budget report, the Council is asked to note that the Authorised Limit determined for 2018/19 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:

- 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>2016/17 Actual £ p</b>	<b>2017/18 Estimate £ p</b>	<b>2018/19 Estimate £ p</b>	<b>2019/20 Estimate £ p</b>	<b>2020/21 Estimate £ p</b>	<b>2021/22 Estimate £ p</b>
Effect on Band D Council Tax	40.50	17.19	15.27	3.10	2.46	2.89

The incremental impact is reducing with time as the amount of Capital expenditure on the 21 Century schools is coming to an end.

**Peter Davies**  
**Responsible Financial Officer**

Appendix H/1 -Use of reserves for Revenue Budget Purposes 2018/19

Account	2017/18	2018/19			
	C/F	Contributions To	Contribution slipped from 1718	Contributions From Rev-New budget and Capital new budget & slippage	C/F
Council Fund (Authority)	-7,111,080				-7,111,080
School Balances	-1,156,163				-1,156,163
<b>Sub Total Council Fund</b>	<b>-8,267,243</b>	0	0	0	<b>-8,267,243</b>
<b>Earmarked Reserves:</b>	0				
Invest to Redesign Reserve MAIN	-1,029,484			152,214	-877,270
Invest to Save Reserve - Advances (vehicles)	201,507	-130,681		47,013	117,839
Centre of Innovation/people strategy	-130,000				-130,000
Developing a new Social Services ICT System	80,000	-40,000			40,000
Innovation & marketing business case	-38,701		38,701		0
City Deal	30,835				30,835
Payroll & HR support	25,000				25,000
Waste & Recycling Review	0		249,000		249,000
Inspire to Work	17,000			38,000	55,000
<b>Sub-Total Invest to Redesign</b>	<b>-843,842</b>	<b>-170,681</b>	287,701	237,227	<b>-489,595</b>
IT Reserve (MAIN)	-825,451		60,000	11,065	-754,386
Schools IT refresh	195,990				195,990
Cash Receipting System	67,000				67,000
<b>Sub-Total IT Transformation</b>	<b>-562,461</b>	0	60,000	11,065	<b>-491,396</b>
<b>Sub-Total Insurance and Risk Management</b>	<b>-1,083,295</b>	0	0	0	<b>-1,083,295</b>
Fixed Assets Disposal Costs Reserve	-205,067			81,343	-123,724
<b>Sub-Total Capital Receipt Generation</b>	<b>-205,067</b>	0	0	81,343	<b>-123,724</b>
Adjustment to reserve level in favour of Priority Investment Fund		155,000			155,000
<b>Sub Total Treasury Equalisation</b>	<b>-990,024</b>	155,000	0	0	<b>-835,024</b>
<b>Sub-Total Redundancy and Pensions</b>	<b>-496,813</b>	0	0	163,978	<b>-332,835</b>
Capital Support Reserve	516,567			17,999	534,566
<b>Sub-Total Capital Investment</b>	<b>-630,337</b>	0	0	17,999	<b>-612,338</b>
Priority Investment Reserve (Main)	-855,438				-855,438
14/15 EBP - Local Development Plan	-100,000		375,000		275,000
Children's' services 5 temporary staff	86,000				86,000
Future Monmouthshire	250,000				250,000
SCH Senior Leadership review	211,249		38,751		250,000
CIL	0		30,000		30,000
Legal costs for revocations	180,000				180,000
Eisteddfod	-215,562				-215,562
ADM	0	-155,000		155,000	0
<b>Sub-Total Priority Investment</b>	<b>-443,751</b>	<b>-155,000</b>	443,751	155,000	<b>-0</b>

<b>Other Earmarked Reserves:</b>					
Museums Acquisitions Reserve	-56,760				-56,760
Elections Reserve	-58,183	-25,000			-83,183
Grass Routes Buses Reserve	-151,084	-5,000			-156,084
Youth Offending Team	-273,567				-273,567
Building Control trading reserve	-25,987				-25,987
Outdoor Education Centres Trading Reserve	-190,280				-190,280
CYP maternity	-93,590				-93,590
Plant & Equipment reserve (Highways)	-75,000				-75,000
Solar Farm maintenance & community	0	-23,000			-23,000
Homeless Prevention Reserve Fund	-4,619				-4,619
Rural Development Plan Reserve	-86,471		62,717	23,754	0
<b>Sub-Total Other Earmarked Reserves</b>	<b>-1,015,540</b>	<b>-53,000</b>	<b>62,717</b>	<b>23,754</b>	<b>-982,069</b>
<b>Total Earmarked Reserves</b>	<b>-6,271,131</b>	<b>-223,681</b>	<b>854,169</b>	<b>690,366</b>	<b>-4,950,277</b>
<b>Total useable revenue reserves</b>	<b>-14,538,374</b>	<b>-223,681</b>	<b>854,169</b>	<b>690,366</b>	<b>-13,217,520</b>



## Appendix H/2 - Reserve Balances

### Useable revenue reserve projection using latest available budget and MTFP information

Financial Year ending	2019 £000	2020 £000	2021 £000	2022 £000
<b><i>Council Fund</i></b>				
Council Fund (Authority)	(7,111)	(7,111)	(7,111)	(7,111)
School Balances	(1,156)	(1,156)	(1,156)	(1,156)
<b>Sub Total Council Fund</b>	<b>(8,267)</b>	<b>(8,267)</b>	<b>(8,267)</b>	<b>(8,267)</b>
<b><i>Earmarked Reserves</i></b>				
Invest to Redesign Reserve	(490)	(832)	(825)	(825)
IT Transformation Reserve	(491)	(491)	(491)	(491)
Insurances & Risk Management Reserve	(1,083)	(1,083)	(1,083)	(1,083)
Capital Receipt Generation Reserve	(124)	(124)	(124)	(124)
Treasury Equalisation Reserve	(835)	(835)	(835)	(835)
Redundancy and Pensions Reserve	(333)	(245)	(157)	(69)
Capital Investment Reserve	(612)	(600)	(588)	(588)
Priority Investment Reserve	(0)	(0)	(0)	(0)
Museums Acquisitions Reserve	(57)	(57)	(57)	(57)
Elections Reserve	(83)	(108)	(133)	(58)
Grass Routes Buses Reserve	(156)	(161)	(166)	(171)
Restricted Use Reserves	(686)	(709)	(732)	(755)
<b>Sub Total Earmarked Reserves</b>	<b>(4,950)</b>	<b>(5,246)</b>	<b>(5,191)</b>	<b>(5,056)</b>
<b>Total Useable Revenue Reserves</b>	<b>(13,218)</b>	<b>(13,513)</b>	<b>(13,458)</b>	<b>(13,323)</b>

## Appendix I – Revenue Budget Summary

Services	Indicative Base 2018/19 £000	Indicative Base 2019/20 £000	Indicative Base 2020/21 £000	Indicative Base 2021/22 £000
Children & Young People	50,164	50,355	50,505	50,657
Social Care & Housing	45,344	46,012	47,033	47,230
Enterprise	11,013	10,527	10,585	10,662
Resources	7,206	7,215	7,284	7,353
Chief Executive's Unit	15,415	15,309	15,712	15,853
Corporate Costs & Levies	22,028	24,383	26,934	29,453
<b>Sub Total</b>	<b>151,170</b>	<b>153,801</b>	<b>158,054</b>	<b>161,209</b>
Transfers to reserves	224	434	53	53
Transfers from reserves	(1,363)	(127)	(96)	(188)
Treasury	7,782	7,755	7,868	7,782
<b>Appropriations Total</b>	<b>6,643</b>	<b>8,062</b>	<b>7,825</b>	<b>7,647</b>
<b>Total Expenditure Budget</b>	<b>157,812</b>	<b>161,863</b>	<b>165,879</b>	<b>168,856</b>
Aggregate External Financing (AEF)	(93,268)	(91,589)	(89,941)	(88,322)
Council Tax (MCC)	(50,907)	(52,887)	(54,944)	(57,083)
Council Tax (Gwent Police)	(10,960)	(11,157)	(11,358)	(11,562)
Council Tax (Community Councils)	(2,676)	(2,676)	(2,676)	(2,676)
Contribution to/(from) Council Fund	0	0	0	0
<b>Sub Total Financing</b>	<b>(157,812)</b>	<b>(158,310)</b>	<b>(158,920)</b>	<b>(159,644)</b>
<b>(Headroom)/Shortfall</b>	<b>(0)</b>	<b>3,553</b>	<b>6,959</b>	<b>9,212</b>

# 2018-19 Reconciliation through Budget Process

## Appendix I - Revenue Budget Summary 2018/19

	November 2017 Cabinet proposals							Final Settlement Changes		Full Cost MTFP Base Budget Adjustments	February 2018 Cabinet and Final budget recommendations to Council			
	Indicative Base Budget 2017/18	Proposed savings	Identified Pressures	Council Tax Income	Reported Budget Position 2017/18	Adjustments to savings by Cabinet	Revised Budget	Adjustment to AEF	Settlement pressures / adjustments		Changes to Pressures	Changes to Savings	Final amendments	Final budget recommended
<b>Net Expenditure Budgets</b>														
Children and Young People Core	3,336	-455	121		3,002	179	3,181		0	-279	290	-74		3,118
Gross Expenditure Schools (ISB)	46,545	-32	554		47,067		47,067				227	-249		47,045
Social Care and Health	44,423	-751	1,108		44,780		44,780		200	5	534	-174		45,344
Enterprise	9,460	0	499		9,959		9,959		0	1,043	98	-242	155	11,013
Resources	7,821	-376	161		7,606		7,606		0	-190	185	-396		7,205
Chief Executive's unit	16,973	-565	133		16,541	60	16,601		0	-1,093	449	-791	249	15,415
Corporate Costs & Levies	19,730	0	877		20,607		20,607		0	202	249	0	970	22,028
<b>Sub Total</b>	<b>148,287</b>	<b>-2,179</b>	<b>3,453</b>	<b>0</b>	<b>149,561</b>	<b>239</b>	<b>149,800</b>	<b>0</b>	<b>200</b>	<b>-312</b>	<b>2,032</b>	<b>-1,926</b>	<b>1,374</b>	<b>151,168</b>
Appropriations	8,088	-296			7,792		7,792				90	-100	1	7,783
Contributions to Earmarked reserves	201				201		201			23				224
Contributions from Earmarked reserves	-1,009				-1,009		(1,009)			50			-404	-1,363
<b>Total Net Proposed Budget</b>	<b>155,567</b>	<b>-2,475</b>	<b>3,453</b>	<b>0</b>	<b>156,545</b>	<b>239</b>	<b>156,784</b>	<b>0</b>	<b>200</b>	<b>-239</b>	<b>2,122</b>	<b>-2,026</b>	<b>971</b>	<b>157,812</b>
<b>Funding Budgets</b>														
Aggregate External Financing (AEF)	-93,000				-93,000		(93,000)		-269					-93,269
Council Tax (MCC)	-50,107			-530	-50,637		(50,637)					-270		-50,907
Council Tax (Gwent Police)	-10,186				-10,186		(10,186)						-774	-10,960
Council Tax (Community Councils)	-2,480				-2,480		(2,480)						-196	-2,676
<b>Total Funding</b>	<b>-155,773</b>	<b>0</b>	<b>0</b>	<b>-530</b>	<b>-156,303</b>	<b>0</b>	<b>-156,303</b>	<b>0</b>	<b>-269</b>	<b>0</b>	<b>0</b>	<b>-270</b>	<b>-970</b>	<b>-157,812</b>
<b>Headroom/-shortfall</b>	<b>-205</b>	<b>-2,475</b>	<b>3,453</b>	<b>-530</b>	<b>243</b>	<b>240</b>	<b>482</b>	<b>0</b>	<b>-69</b>	<b>-239</b>	<b>2,122</b>	<b>-2,296</b>	<b>1</b>	<b>0</b>
	<b>Council Tax 2017/18</b>				<b>2018/19 tax base</b>			<b>Council Tax 2018/19</b>	<b>%age increase</b>					
<b>Council tax recommendations</b>	1,183.19				45,887.85			1,241.76	4.95%					

# Appendix J/1 Capital Budget Summary 2018/19 to 2021/22

## Capital Budget Summary 2018 to 2022

	New Budget 2018/19	Indicative Budget 2019/20	Indicative Budget 2020/21	Indicative Budget 2021/22
<b>Asset Management Schemes</b>	5,212,277	1,929,277	1,929,277	1,929,277
<b>School Development Schemes</b>	13,671,989	800,000	50,000	50,000
<b>Infrastructure &amp; Transport Schemes</b>	2,240,740	2,240,740	2,240,740	2,240,740
<b>Regeneration Schemes</b>	209,237	482,000	472,000	729,000
<b>County Farms Schemes</b>	300,773	300,773	300,773	300,773
<b>Inclusion Schemes</b>	1,150,000	850,000	850,000	850,000
<b>ICT Schemes</b>	0	0	0	0
<b>Vehicles Leasing</b>	1,500,000	1,500,000	1,500,000	1,500,000
<b>Other Schemes</b>	20,000	20,000	20,000	20,000
<b>TOTAL EXPENDITURE</b>	24,305,016	8,122,790	7,362,790	7,619,790
<b>Supported Borrowing</b>	(2,410,000)	(2,410,000)	(2,410,000)	(2,410,000)
<b>Unsupported (Prudential) Borrowing</b>	(9,136,161)	(1,857,000)	(1,472,000)	(1,729,000)
<b>Grants &amp; Contributions</b>	(5,082,085)	(1,842,000)	(1,467,000)	(1,467,000)
<b>Reserve &amp; Revenue Contributions</b>	(4,999)	(4,999)	(4,999)	(4,999)
<b>Capital Receipts</b>	(6,171,771)	(508,791)	(508,791)	(508,791)
<b>Vehicle Lease Financing</b>	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
<b>TOTAL FUNDING</b>	(24,305,016)	(8,122,790)	(7,362,790)	(7,619,790)
<b>(SURPLUS) / DEFICIT</b>	0	0	0	0

Appendix J/2 - Schools Capital Budget Summary 2018/19 to 2021/22

Schools capital programme	Financial Year 2018/19	Financial Year 2019/20	Financial Year 2020/21	Financial Year 2021/22
	Indicative Budget £	Indicative Budget £	Indicative Budget £	Indicative Budget £
<b>Expenditure:</b>				
Monmouth Comprehensive School - 1600 Place	6,345,133	750,000		
Caldicot Comprehensive School - 1500 Place	2,164,911			
Monmouth Pool	4,711,945			
Sensory Room Provision Caldicot & Monmouth	400,000			
<b>Total Expenditure</b>	<b>13,621,989</b>	<b>750,000</b>	<b>0</b>	
<b>Financing:</b>				
Monmouth Comprehensive School - 1600 Place	(1,636,333)	(375,000)		
Caldicot Comprehensive School - 1500 Place	(867,515)			
Monmouth Pool (S106 18/19)	(985,000)			
<b>External Grant &amp; Contribution Funding</b>	<b>(3,488,848)</b>	<b>(375,000)</b>	<b>0</b>	
Monmouth Comprehensive School - 1600 Place	(4,072,467)			
Caldicot Comprehensive School - 1500 Place	(1,590,513)			
<b>Capital Receipts</b>	<b>(5,662,980)</b>	<b>0</b>	<b>0</b>	
Monmouth Comprehensive School - 1600 Place	(636,333)	(375,000)		
Caldicot Comprehensive School - 1500 Place	293,117			
Monmouth Pool	(3,726,945)			
Sensory Rooms	(400,000)			
<b>Unsupported Borrowing</b>	<b>(4,470,161)</b>	<b>(375,000)</b>	<b>0</b>	
<b>Total Financing</b>	<b>(13,621,989)</b>	<b>(750,000)</b>	<b>0</b>	
<b>(Surplus) / Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## Appendix J/3 - Capital Receipts Summary

### Forecast Useable Capital Receipts

Amounts in excess of £10,000 are categorised as capital receipts. The balance of receipts is required to be credited to the Useable Capital Receipts Reserve, and can then only be used for new capital investment or set aside to reduce the Council's borrowing requirement.

The forecast movement on the reserve based on forecast capital receipts and the budgeted application of capital receipts to support the financing of the Authority's capital programme is summarised below:

### GENERAL RECEIPTS

	2017/18	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000	£000
Balance as at 1st April	18,931	4,642	856	6,122	8,861
Less: capital receipts used for financing	(1,558)	(509)	(509)	(509)	(509)
Less: capital receipts used for financing 21c school provision	(14,777)	(11,663)	0	0	0
Capital Receipts Received	1,723	0	0	0	0
	4,318	(7,529)	348	5,613	8,352
Capital receipts Forecast	160	8,222	5,610	3,084	2,084
Deferred capital receipts – General	4	4	4	4	4
- Morrison's	160	160	160	160	160
Less: capital receipts set aside:	0	0	0	0	0
<b>Balance as at 31st March</b>	<b>4,642</b>	<b>856</b>	<b>6,122</b>	<b>8,861</b>	<b>10,599</b>

### LOW COST HOME OWNERSHIP AND HOMEFINDER RECEIPTS

	2017/18	2018/19	2019/20	2019/20	2021/22
	£000	£000	£000	£000	£001
Balance as at 1st April	221	221	221	221	221
Less: capital receipts used for financing	0	0	0	0	0
	221	221	221	221	221
Capital receipts Received / Forecast	-	-	-	-	-
<b>Balance as at 31st March</b>	<b>221</b>	<b>221</b>	<b>221</b>	<b>221</b>	<b>221</b>
Total Receipts b/f	19,152	4,864	1,078	6,343	9,082
Total Receipts c/f	4,864	1,078	6,343	9,082	10,821

## Appendix J/4 - Receipt Risk Factors

### Capital Receipts Summary and Risk Factors

The analysis below provides a summary of the receipts and the respective risk factors:

Capital Receipts Risk Factor	2018/19	2019/20	2020/21	2021/22	Certainty of Completion
	£	£	£	£	%
<b>Education Receipts</b>					
Low / completed	150,000	0	0	0	60.0%
Medium	100,000	0	0	0	40.0%
High	0	0	0	0	0.0%
<b>Total Education Receipts</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>
<b>County Farm Receipts</b>					
Low / completed	0	0	0	0	0.0%
Medium	1,400,000	0	0	0	100.0%
High	0	0	0	0	0.0%
<b>Total County Farm Receipts</b>	<b>1,400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400,000</b>
<b>General Receipts</b>					
Low / completed	160,000	160,000	160,000	160,000	76.2%
Medium	200,000	0	0	0	23.8%
High	0	0	0	0	0.0%
<b>Total General Receipts</b>	<b>360,000</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>840,000</b>
<b>Strategic Accommodation Review</b>					
Low / completed	300,000	0	0	0	16.7%
Medium	1,500,000	0	0	0	83.3%
High	0	0	0	0	0.0%
<b>Total Strategic Accommodation Receipts</b>	<b>1,800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,800,000</b>
<b>Dependent on Outcome of LDP</b>					
Low / completed	0	0	0	0	0.0%
Medium	4,411,750	5,449,950	2,923,750	1,923,750	100.0%
High	0	0	0	0	0.0%
<b>Total LDP Receipts</b>	<b>4,411,750</b>	<b>5,449,950</b>	<b>2,923,750</b>	<b>1,923,750</b>	<b>14,709,200</b>
<b>TOTALS</b>					
Low / completed	610,000	160,000	160,000	160,000	5.7%
Medium	7,611,750	5,449,950	2,923,750	1,923,750	94.3%
High	0	0	0	0	0.0%
<b>Total Capital Receipts Forecasted / Received</b>	<b>8,221,750</b>	<b>5,609,950</b>	<b>3,083,750</b>	<b>2,083,750</b>	<b>18,999,200</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 J/5 - Capital Pressures

### Anticipated Capital Pressures

Description of Pressure	Forecast Cost	Date Updated	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	Dec 16	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	Dec 16	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	Dec 16	Roger Hoggins / Carl 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	Dec 16	Roger Hoggins / Carl 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.	22,000,000	Dec 16	Rob O'Dwyer
<b>Disabled adaptation works to public buildings</b> required under disability discrimination legislation.	7,200,000	Dec 16	Rob O'Dwyer
<b>School Traffic Management Improvements</b> - based on works carried out on similar buildings.	250,000	Dec 16	Rob O'Dwyer
<b>Refurbishment of all Public Toilets</b> - Capital investment required to facilitate remaining transfers to Town and Community Councils	95,000	Dec 16	Rob O'Dwyer



<b>School fencing improvements</b>	68,000	Dec 16	Rob O'Dwyer/Headteachers
<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 in incurred, possibly causing disruption to the education process.	38,000	Dec 16	Rob O'Dwyer
<b>Radon remedial works</b> Following the commissioning of Radon Wales to carry Radon Surveys of public buildings, remedial works will be required at various premises to resolve issues	75,000	Dec 16	Rob 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. (Additional ROW allocation (30K) helping, but scale of overall pressure means these figures are still relevant)	2,200,000	Dec 16	Ian Saunders
<b>Transportation/safety strategy</b> –Air Quality Management, 20 m.p.h legislation and DDA (car parks)	1,200,000	Dec 16	Richard 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	Dec 16	Ian Bakewell
<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	Dec 16	Richard Cope
<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	Dec 16	Richard Cope

<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	Dec 16	Richard Cope
<b>Re-provision or repair of Chain Bridge</b> - Cost prediction is indicative at present. Summary quotes updated August 15. The bridge is currently under special management measures and inspection. Repair/ re-provision 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. Options evaluated from repairing sufficiently to maintain 40t limit, to converting to footbridge and re-provisioning	1,800,000 to 7,500,000. Mid point 4,700,000	Dec 16	Richard Cope
<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 park 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	Dec 16	Ian Saunders
<b>Severn View Care Facility renewal</b>	Unquantified to date		Julie Boothroyd/ Ty Stokes
<b>Total Pressures</b>	<b>141,287,000</b>		
<b>Capital investment for revenue savings</b>			
<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); Aim is also to reduce but not eliminate revenue; £400k per annum now. further down the line	1,000,000	Dec 16	Ian Saunders
<b>ALN Strategy</b> - Mandate 35 of the MTFP 14/15 outlines a review of current ALN service that includes Mounon House. Options could require Capital Spend but this is unknown at the present time	Unquantified to date		Nikki Wellington
<b>Abergavenny Hub costs</b>	2,000,000	Nov 17	Deb Hill Howells
<b>Office accommodation</b> - reflective of J&E block, Usk HQ and car park changes	1,130,000	Dec 16	Deb Hill Howells

Appendix J6 – Capital Receipts

Exempt from public disclosure, supplied separately





monmouthshire  
sir fynwy

## Future Generations Evaluation (Includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> Nikki Wellington/Roger Hoggins</p> <p><b>Phone no:</b> 01633 644549/01633 644133</p> <p><b>E-mail:</b> <a href="mailto:nicolawellington@monmouthshire.gov.uk">nicolawellington@monmouthshire.gov.uk</a> <a href="mailto:rogerhoggins@monmouthshire.gov.uk">rogerhoggins@monmouthshire.gov.uk</a></p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p>To charge £1 per day, per pupil for the childcare element of before schools clubs run in our primary schools. Pupils entitled to free school meals will be able to attend free of charge.</p> <p>To apply a one-off increase in primary school meal charge from £2.10 to £2.45 then freeze the charge for a further two years. (adult meals to increase from £3.70 to £4.10).</p> <p>Charge for concessionary fares to increase from £390 per annum to £440 per annum.</p>
<p><b>Name of Service</b> CYP Finance / School Meals/ school transport</p>	<p><b>Date Future Generations Evaluation</b> 12th February 2018/18<sup>th</sup> Feb 2018</p>

Page 159

**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**



- 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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>By charging for these clubs, it will make the clubs sustainable. This will provide part time jobs in our local schools.</p> <p>School meals provides part time employment and the charge helps to maintain the quality of service provided.</p>	<p>All pupils who are entitled to free school meals will not be charged and all pupils will be entitled to a free breakfast and main meal during the day.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	The concessionary fare provides cost effective transport for students who are not entitled to free transport. The increase helps to ensure education transport remains affordable overall.	
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	As far as possible school meals seek to use local produce and to prepare meals using fresh ingredients. Use of concessionary transport (i.e. bus services already in place with seats available) makes better use of transport rather than journeys to transport individuals being made.	
<span style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 100</span> <b>A healthier Wales</b> people's physical and mental wellbeing is maximized and health impacts are understood	All pupils will have access to a free healthy breakfast. Charges will be for the childcare element for pupils that are not entitled to free school meals. All school meals are assessed for nutritional value and comply with the WG healthy eating campaign.	
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Where seats are available the concessionary travel service helps students to carry on their education and helps parents to make choices should they choose a school where free transport is not provided.	
<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	Some clubs do run activities during this time to promote sport etc. All pupils will be entitled to a healthy free breakfast.	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
recreation		
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	Concessionary transport for post 16's offers a cost effective travel option for them to continue their education.	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Page 161</p> <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The charges will enable the clubs to be sustainable for the longer term.</p> <p>The increase seeks to support the school meal service. By law councils need only provide free school meals but the benefit of a well balanced meal at lunch time for children's education is known so this helps to balance the cost of the service overall including free school meals.</p> <p>Concessionary fares provides an option where free school transport is not provided. The charge must help to sustain the service for the future.</p>	<p>While the proposal is to charge for the childcare element, pupils entitled to free school meals will not need to pay and all pupils can attend free for the breakfast part of the club.</p> <p>The increase in primary school meal charge is being frozen for a further 2 years after 18/19.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>		

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <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>Pupils will access a healthy breakfast prior to school and a main meal during the school day. This will help them concentrate in school and could lead to an increase in achievements for that pupil.</p> <p>The concessionary fare seeks to support the education transport service overall.</p>	
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)



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	<i>Pupils of school age will have access to a healthy breakfast and main meal during the day. This will be free to pupils on FSM.</i>	<p><i>There will be a charge to those pupils that are not entitled to FSM.</i></p> <p>The school meal charge increase is above inflation but is being frozen for 2 years after 18/19.</p> <p>The increase in concessionary school transport is above inflation but is applied to assist in the provision of education transport overall. Users have discretion to make other arrangements but overall the charge remains cost effective in many instances.</p>	<i>All pupils that are entitled to FSM can attend the whole club for the hour. Those that are not will still have access to the free breakfast, but will need to pay for the childcare element. They can chose not to attend the initial half hour, and therefore the club will be free.</i>
Disability	<i>All pupils regardless of their disability will have access to the club and will be supported appropriately. le one to one support if required.</i>	<p><i>This could impact on those families that are supporting a child with a disability. While it is not always the case, these families may have limited earning capacity and limited income.</i></p> <p><i>The concessionary travel charge is applied to all post 16 students which includes SEN students plus it is applied to students that chose to use transport where the council is not obliged to provide transport.</i></p>	<i>All pupils that are entitled to FSM can attend the whole club for the hour. Those that are not will still have access to the free breakfast, but will need to pay for the childcare element. They can chose not to attend the initial half hour, and therefore the club will be free.</i>
Gender reassignment			
Marriage or civil partnership			
Pregnancy or maternity			
Race			

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?
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language	<i>The breakfast clubs also carry out additional activities for pupils; this will include activities focusing around Welsh Language and Welsh Culture.</i>		

Page 164

**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>All safeguarding policies will be followed by schools. Pupils will be in school for a longer period of time and this could be a benefit to some pupils.</i> Provision of primary school meals and Home to school transport has safeguarding monitoring arrangements in place.		
Corporate Parenting			

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

Current provision both for costs and sustainability.  
 Data from other Local Authorities  
 External childcare provider 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?**

The main negative impact is the costs to families for this. There will be an impact on families, and it could make it unaffordable for some. The mitigation is that all pupils entitled to free school meals, will be able to access the whole duration at no cost, and those that are not entitled will be able to access the breakfast duration for free, with a charge for the childcare element. The proposed charges are less than would be paid via an external childcare provider.

For primary school meals the charge is above inflation but is necessary to support the cost of the service overall. The quality of service will remain with largely freshly prepared meals sourced locally as far as possible rather than major transition to frozen or chilled produce.

**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
Assess the impact of these proposals, both in terms of income received and any actual fall in attendance.	August 2019	Nikki Wellington and Sue Hall	
Take up of school meal service will be monitored monthly.		Pauline Batty, Roger Hoggins	
Ongoing monitoring of take up of concessionary travel and bad	Every term	Richard Cope, Roger Hoggins,	

debt levels		accountancy staff.	
-------------	--	--------------------	--

**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:	August 2019
--	-------------

**9. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.0	Cabinet.	7 <sup>th</sup> March 2018.	

Page 166



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> Nikki Wellington</p> <p><b>Phone no:</b> 01633 644549</p> <p><b>E-mail:</b> nicolawellington@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p>To remodel the inclusion model for Monmouthshire to ensure that provision is developed in county to ensure that pupils are able to remain within Monmouthshire.</p>
<p><b>Name of Service</b> CYP Finance</p>	<p><b>Date Future Generations Evaluation</b> 9<sup>th</sup> February 2018</p>

**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**

Page 167




**0. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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>With this proposal, there will be new opportunities for jobs. Some staff that have the correct skills to be able to support pupils under the proposed model, however there will be vacancies where there is a skills gap. There will also be some staff losses, where staff do not have the required skills or where the service is being redesigned and there is not a requirement for that post.</p>	<p>Where there are staff losses, the protection of employment policy will be followed and all staff will be consulted with. Staff will be redeployed where possible, therefore minimising that risk.</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and</p>	<p>No impact</p>	<p>No impact</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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	Where possible the needs of the pupils will be met in county, near to their homes and local communities. This will have a positive effect on wellbeing for families. There may be a few pupils, whose needs are best met outside of the county. This will be done in full consultation with all parties concerned.	All needs will be considered and the views of parents and children will be central to decision making process to ensure that the education placement is the best for the pupil.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Pupils will be supported by their local community, they will remain with their peer group where possible.	No impact
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	No impact	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	By remaining in their local communities wherever possible, pupils will be able to engage, participate and embrace the Welsh culture and heritage.	No impact
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	No impact	No impact

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p>	<p>Because the provision will be within Monmouthshire, the needs of the child will be known and where appropriate, it will be easier to plan for the long term needs of that pupil.</p>	
 <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>	<p>Partners such as Social Services and Health are key partners in securing success and they will be consulted at all stages and their views will discussed and considered when determining the most suitable provision to meet the needs of the pupil.</p>	
 <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>	<p>All partners and key stakeholders will be consulted, along with parents and parent advocacy groups such as SNAP. The views of children and young people will be listened to and will form be a central part of the decision making process.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The needs of the pupil will be identified at the earliest point of need irrespective of where that occurs. This will enable timely interventions to be put in place so that pupils have the support they need swiftly to ensure maximum benefit.</p> <p>The proposed range of provision across the county will mean that pupils can be offered short term provision if required. This means that pupils will have appropriate support within the provision and outreach support to make a successful transition back into school when appropriate. Outreach support will ensure that staff will be provided with training and guidance to effectively support the pupil back into school. This is not possible with our current model.</p>	
 <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>All partners will work together and therefore the partners will have a clear understanding of the needs of that pupil so that they can collectively act in the best interests of the child or young person in determining the most suitable provision. This will allow them to better meet the child or young person's educational needs as well as their wider social, emotional and community needs.</p>	

**12. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)



<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	<i>Pupils needs will be identified earlier and support provided at an earlier age. The model will look to support pupils in their local communities where possible.</i>	<i>No impact</i>	<i>No impact</i>
Gender reassignment			
Marriage or civil partnership			
Pregnancy or maternity			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

**13. 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>Given that the pupils will be educated within Monmouthshire where possible, Monmouthshire's safeguarding policies will apply and we will be able to monitor better.</i>		
Corporate Parenting	<i>Given that the pupils will be educated within Monmouthshire where possible, Monmouthshire's policies will apply and we will be able to monitor better.</i>		

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

Pupil data.  
Review of current and future needs.  
Current provision within our schools.  
Current and future budgets.  
Working groups with Heads, parent advocacy.

Page 172

**15. 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 positive impact is the proposal to identify needs at an earlier age and to educate pupils in their own communities, where possible. This will have a positive impact on the wellbeing of the pupils and their families. The main negative impact is the potential redundancies for staff where they cannot be redeployed,

**16. 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

**17. 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:	August 2020.
--	--------------

Page 173

**18. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.0	Cabinet.	7 <sup>th</sup> March 2018.	



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> Nikki Wellington</p> <p><b>Phone no:</b> 01633 644549 <b>E-mail:</b> nicolawellington@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b> This proposal is to increase the charges by 25% for the residential element for Mounton House. The current charges are £58,271 therefore the charges would increase to £72,839. The current charges do not cover the costs of running the provision; the new charges would cover the running costs.</p>
<p><b>Name of Service</b> CYP ALN</p>	<p><b>Date Future Generations Evaluation</b> 12th February 2018</p>

Page 174

**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**





**19. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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 full costs of the provision will be recovered and this will ensure that jobs can be maintained.</p>	<p>If the number of placements reduces and therefore there is a requirement to reduce staffing, the protection of employment policy will be followed.</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate</p>		

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
change)		
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	Pupils placed at Mounton House will be educated and their needs supported. Staff employed are suitably qualified to meet their needs.	Given the level of the increase, their home authority may withdraw some placements. This will be mitigated by consulting with the authorities. There will be adequate notice to the authorities for decision to be made.
<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	Mounton House provides a wide range of activities for the residents; this will include sporting and cultural activities.	
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances		

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The charges will cover all the costs and therefore will make the placements sustainable. Longer term the provision will be considered as part of the inclusion review.</p>	<p>The negative impact could be that placements may be withdrawn. While these pupils are not Monmouthshire pupils full consultation with the home authorities will need to be given to allow decisions to be made for the best provision going forward.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Consultation with host authorities to ensure full costs are covered and adequate notice is given should they wish to withdraw the placement.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The host authorities will need to hear the voice of the child to ensure that the placements meets their needs.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Recovering full costs will ensure that Monmouthshire resources are not used to subsidise out of county placement and used for Monmouthshire children.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p>		<p>The negative impact could be that placements may be withdrawn. While these pupils are not Monmouthshire pupils full consultation with the home authorities will need to be given to allow decisions to be made for the best provision going forward.</p>

**21. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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 positive impact is that resources can be used to support Monmouthshire pupils.	Pupils from out of county may have their placement withdrawn due to the increase in costs.	Full consultation with the authorities impacted. Long notice period to allow alternatives to be discussed if needed.
Disability	The positive impact is that resources can be used to support Monmouthshire pupils.	Pupils from out of county may have their placement withdrawn due to the increase in costs.	Full consultation with the authorities impacted. Long notice period to allow alternatives to be discussed if needed.
Gender reassignment			

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

Page 178

**22. 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			
Corporate Parenting			

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



Current provision both for costs and sustainability.  
 Data from other special schools to benchmark charges.

Page 179

**24. 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 negative impact will be if authorities choose to withdraw the place due to the increase in charges. This will impact the pupil who is currently attending and will also impact the family. Therefore a long notice period will be completed to ensure that the best provision can be sought. The positive impact is that Monmouthshire resources will be used to support Monmouthshire pupils and not subsidise out of county pupils.

**25. 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
Assess the impact of these proposals, both in terms of	August 2019	Nikki Wellington, Richard Austin and Sharon Randall-Smith	

income received and any actual fall in attendance			

**26. 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:	August 2019
--	-------------

**27. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.0	Cabinet.	7 <sup>th</sup> March 2018.	

Page No. 180



monmouthshire  
sir fynwy

## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation Julie Boothroyd</p> <p><b>Phone no:</b> 01633 644589 <b>E-mail:</b> <a href="mailto:julieboothroyd@monmouthshire.gov.uk">julieboothroyd@monmouthshire.gov.uk</a></p>	<p><b>Proposal Name:</b> Practice change in Adult Services 2018/2019</p>
<p><b>Name of Service</b> Social Care &amp; Health- Adult Services</p>	<p><b>Please give a brief description of the aims of the proposal</b> As part of the on -going transformation across the Adult Services Division further work will be carried out to re model, re align and reassess support to continue enabling people to live their own lives . Taking a ‘what matters’ approach to all areas of delivery enables a person by person approach which has delivered savings whilst increasing options and opportunities for people.</p> <p><b>Date Future Generations Evaluation form completed</b> 16/2/18</p>

Page 18

***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***




**28. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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>A positive impact is that we support people to gain voluntary and nor paid employment though</p>	<p>Maximizing people’s benefit allocation to mitigate the increases where possible.</p>

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</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	the work around helping people live a good life. A negative impact is that more people will pay higher charges for support in some areas of delivery e.g day provision , transport and community meals .	
<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	N/A
<b>A healthier Wales</b> People's physical and mental wellbeing maximized and health impacts are understood	Supporting people with a 'what matters' approach enables a positive identification of all areas of wellbeing physical and mental health.	n/a
<b>Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Positive impact of working to deliver 'what matters' is that we concentrate on connection to communities and work to develop a range of opportunities for people to remain resilient.	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	N/A
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or	The approach supports developing opportunities for people to reach their potential and live a good life.	

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
circumstances		

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

<b>Sustainable Development Principle</b>	<b>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</b>	<b>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
 <p><b>Long Term</b> Balancing short term need with long term and planning for the future</p>	<p>This proposal has been developed over the last 5 years and continues to aspire to manage an approach for supporting people in need of support in Monmouthshire into the future so we have sustainable and resilient provision of services.</p>	<p>Co- producing approaches with 3<sup>rd</sup> Sector , citizens and providers is key to ensuring we have a sustainable future for care provision.</p>
 <p><b>Collaboration</b> Working together with other partners to deliver objectives</p>	<p>The approach these proposals takes relies on collaborative approaches , with the co design of care , the collaboration around a place based approach all these are delivered in partnership</p>	<p>Keeping positive relationships is key across all partners and stakeholders.</p>
 <p><b>Involvement</b> Involving those with an interest and seeking their views</p>	<p>This approach fundamentally involves at its core the people we support and those charged with supporting people with us.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Prevention</b> Putting resources into preventing problems occurring or getting worse</p>	<p>In order to deliver the remodeling and re aligning of some service areas we have identified a need for resource to manage these specifically.</p>	<p>Monitoring progress to ensure the right resource is available to deliver will be a priority.</p>
 <p><b>Integration</b> Considering impact on all wellbeing goals together and on other bodies</p>	<p>These are considered alongside other bodies in any developments and delivery.</p>	

**30. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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?

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	Provides an approach to assessment that is person focused and concentrates on 'what matters' and is co- produced with the individual. Focusing on people strengths and maximizing connections reducing isolation.	some people will need to pay more for the support they receive	Maximize benefit allocation.
Disability	Provides an approach to assessment that is person focused and concentrates on 'what matters' and is co- produced with the individual. Focusing on people strengths and maximizing connections reducing isolation.	some people will need to pay more for the support they receive	Maximize benefit allocation.
Gender Assignment	-	-	-
Marriage or civil Partnership	-	-	-
Pregnancy or Maternity	-	-	-
Race	-	-	-
Religion or Belief	-	-	-
Sex	-	-	-
Sexual Orientation	-	-	-
Welsh Language	-	-	-

**31. 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 approach always considers safeguarding factors and works with people to minimize risks.		
Corporate Parenting	N/A		

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

Data used to develop the proposal includes:

- Demand analysis and demographic data.
- Budget analysis and trend data of existing budget.
- Social Services and Wellbeing Act

Page 186

**33. 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?**

**Continuing the transformational approach and developing it further remains a positive approach .**

**34. 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>



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

The impacts of this proposal will be evaluated on:	In line with the 2018/19 forecast timetable
--	---

**36. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> Rob O'Dwyer</p> <p><b>Phone no:</b> 01633644452 <b>E-mail:</b> robodwyer@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b> To increase the current community meal charge from £4.25 per meal to £4.50. To target the Community Meals section with income generation.</p>
<p><b>Name of Service</b> Community Meals</p>	<p><b>Date Future Generations Evaluation</b> 16th February 2018</p>

Page 188

**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**





**7. 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>Does the proposal contribute to this goal? Describe the positive and negative impacts.</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>An increase in meal prices is necessary to ensure the future sustainability of the service.</p>	<p>An increase in prices may impact on the affordability of the service for service users. The increase in charge is minimal but the drop out rate will have to be closely monitored to make sure the increase is not having a significant impact on service users accessing the service.</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>		

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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	Potential negative impact on people's wellbeing if they decide to stop using the services due to the price increase.	The level of increase in charge has been carefully considered to ensure that it is inline with current market rates and is not being charged at an unaffordable level. Without increasing the charge the sustainability of the service would be greatly at risk.
<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		

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The charges will enable the community meals service to remain sustainable for the longer term.</p>	<p>Careful monitoring will be needed to continue to assess the impact of the charge increase to ensure that it remains an accessible service</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Opportunities to collaborate with neighbouring authorities will always be considered to share good practice and resources where possible</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>We will listen to the feedback from our customers to ensure that we continue to deliver a service that meets their needs.</p>	<p>Continued engagement with both existing and potential customers</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>In increase in charge will enable us to sustain the community meals service for the longer term, delivering nutritionally balanced meals to those who need them.</p>	<p>Increased marketing of the service will increase the awareness of the service, seeking to encourage others to use this service to obtain healthy meals when they are no longer able to prepare meals for themselves.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p data-bbox="143 480 282 507"><b>Integration</b></p> <p data-bbox="107 528 472 628">Considering impact on all wellbeing goals together and on other bodies</p>	<p data-bbox="533 233 1234 336">All opportunities for integration will continue to be considered, both within our organisation and with neighbouring authorities</p>	

Page 191

**39. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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	Continued delivery of meals to the elderly through a service that is financially sustainable.	Small increase in charge may deter current customers from continuing to access the service	Proposed increases are in line with current market rates. We will continue to monitor the take-up of the service as the new charge is introduced.
Disability	Continued delivery of meals to those who are unable to prepare meals for themselves due to disabilities, through a service that is financially sustainable.	Small increase in charge may deter current customers from continuing to access the service	Proposed increases are in line with current market rates. We will continue to monitor the take-up of the service as the new charge is introduced.
Gender reassignment	There are no additional protected characteristic impacts within this proposal		
Marriage or civil partnership			

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?
Pregnancy or maternity			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

Page 192

40. 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	Continued delivery of meals to vulnerable adults through a service that is financially sustainable.	Small increase in charge may deter current customers from continuing to access the service	Proposed increases are in line with current market rates. We will continue to monitor the take-up of the service as the new charge is introduced.
Corporate Parenting			

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

Current provision both for costs and sustainability.  
 Review of current market rates

**42. 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 negative impact is the increased cost to those who use the service. This could impact on vulnerable adults and potentially make the service unaffordable for some. The mitigation is that the charge increase has been kept to a minimal amount and proposed charges are less than would be paid via an external provider.

**43. 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
Assess the impact of these proposals, both in terms of income received and any actual fall in demand	2018/19		

**44. 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:	Continued monitoring to assess demand
--	---------------------------------------

**45. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.**

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.0	Cabinet.	7 <sup>th</sup> March 2018.	



## Future Generations

<p><b>Name of the Officer</b> Jane Rodgers <b>Phone no:</b> <b>E-mail:</b> : JaneRodgers@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <ol style="list-style-type: none"> <li>1. Increasing opportunities for children with more complex / specialist needs, currently placed in residential placements, to be cared for by MCC carers</li> <li>2. Incentivising Independent Fostering Agency (IFA) carers currently looking after MCC children to transfer to MCC terms and conditions</li> <li>3. Recouping the financial contribution from Health for a young person who meets the criteria for continuing care</li> </ol>
<p><b>Name of Service</b> Children's Services</p>	<p><b>Date Future Generations Evaluation</b> form completed 19<sup>th</sup> Feb 2018</p>

Page 195





6. **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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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 promotion of Monmouthshire foster carers will retain money within the area rather than going to private profit. It has the potential to increase the skill level of carers within the county.</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 service development seeks to maximise its resources in respect of addressing the needs of the most vulnerable children and families in the county</p>	


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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 proposals seek to promote the health and well-being needs of our Looked After Child population (short and long term) through seeking to keep Monmouthshire children in-county with Monmouthshire carers, and by promoting a partnership approach with health.</p>	
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>The proposals regarding the fostering project will promote Monmouthshire foster placements for Monmouthshire children and thereby enabling children and young people to retain their friendships, education, and community activities, all of which promote cohesive communities.</p>	N/A
<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>This will promote a strong sense of community pride and achievement in supporting local children and young people within our communities.</p>	N/A
<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>The proposals are designed to support local children and young people to remain in their families and communities they are from.</p>	
<p><b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances</p>	<p>The proposals support Equal Opportunities by ensuring that we will find safe and appropriate ways to work with families to help them meet their children's needs, including their need to be protected from harm. We will, whenever it is safe to do so, always look for ways to support children and young people to remain with their birth family, extended family and communities, and avoid the need for children and young people to become looked after.</p>	



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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The proposals sit within the context of the 3 year service and financial plan which sets out a sustainable service and financial plan for Children’s Services, combining improvements in social work practice, workforce development and commissioning. It reflects the need to strengthen the capacity within the service to meet demands both in the short medium and long term.</p>	<p>N/A</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The Social Services and Wellbeing (Wales) Act 2014, which came into force on the 6<sup>th</sup> of April 2016, is the legislative underpinning for changes in the way that local authorities and their partners work with individual families. The proposals around continuing care are challenging regarding our partnership work with health, and will depend on increased integration at all levels of the process from early recognition through to specialist provision and placements.</p>	<p>Monmouthshire CS continue to influence the development of integrated working through the Children and Families Partnership, and specifically about a policy review regarding children’s Continuing Care.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The fostering project work is shared with Corporate Parenting Panel and we are encouraging young people to get involved in the services through our LAC and care leavers group.</p>	<p>It is important that Children’s Services engage with the corporate engagement and participation officer to take forward consultation with families.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>These proposals are set within a wider service development agenda which support the shift towards early intervention and prevention. Moving forward, sustainability will be achieved through effectively addressing vulnerability at early signs and thereby preventing the requirement for high cost / specialist placements.</p>	

Page 198

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>CS works closely with other strategic partners to ensure an integrated approach to children's well-being over the spectrum of vulnerability and need.</p>	

**48. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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	<p>The service is being developed to impact positively on the children and families we work with. This will assist in reviewing, identifying and commissioning / developing the right services to support the needs of children, young people and their families. We encourage foster carers of all ages, cultures and backgrounds to support our children and young people in care.</p>	N/A	<p>Promotional material makes it clear that foster carers can come from all walks of life.</p>
Disability	As above	N/A	As above
Gender reassignment	As Above	N/A	As Above
Marriage or civil partnership	As Above	N/A	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>
Pregnancy or maternity	As Above	N/A	As Above
Race	As Above	N/A	As Above
Religion or Belief		N/A	N/A
Sex	As Above	N/A	As Above
Sexual Orientation	As Above	N/A	As Above
Welsh Language	As Above	N/A	As Above

**49. 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 and promoting the life-chances of Looked After Children and Young People are at the centre of these proposals.	N/A	Safe recruitment practices are followed for all carers and support workers working for CS.
Corporate Parenting		N/A	

Page 201

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

<p>The evidence and data that has informed this report is:</p> <ol style="list-style-type: none"> <li>1. The Social Services and Wellbeing (Wales) Act 2014</li> <li>2. National Fostering Framework and related evidence</li> <li>3. Financial data – Agresso</li> <li>4. Service user data – PLANT</li> <li>5. Continuing care policy and guidance</li> </ol>
---

**51. 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>The Future Generations Evaluations Form has helped the Council understand the positive and negative impacts of the current proposals and has evidenced that the Council has paid due regard to equality and sustainable development issues within the strategy proposal.</p>
---

**52. 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
N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A

**53. 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:	Nov 2018
--	----------

Page 202

**54. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1			
2			





## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation Tyrone Stokes</p> <p><b>Phone no:</b> 01633 644589 <b>E-mail:</b> <a href="mailto:tyronestokes@monmouthshire.gov.uk">tyronestokes@monmouthshire.gov.uk</a></p>	<p><b>Proposal Name:</b> Review of high cost placements in Children Services</p>
	<p><b>Please give a brief description of the aims of the proposal</b> Review the cost of 9 high cost placements to ensure that the Authority is obtaining the best price and/or the cost is in line with the current assessment of need.</p>
<p><b>Name of Service</b> Social Care &amp; Health</p>	<p><b>Date Future Generations Evaluation</b> form completed 08/02/17</p>

Page 203

***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***





**55. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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>A positive impact is that this ensures the Authority is obtaining the best value for money. A negative impact is the provision can be out of county/out of Wales as we have no in county market in those circumstances.</p>	<p>Options have been explored to evaluate any alternatives before a placement is made.</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and</p>	<p>N/A</p>	<p>N/A</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
ecosystems that support resilience and can adapt to change (e.g. climate change)		
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	The proposal ensures that the child remains in the most suitable accommodation that meets their identified assessed needs. Care needs to be taken that the cost review is not done in such a way that it destabilizes the market and threatens the care package.	A joined up strategy to ensure it links with the assessed needs and relationships are developed with social care practitioners and the providers to conduct effective negotiations.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Potential negative impact as in cases where the placement is out of county the child is away from their community	All options are explored under pre placement challenge
<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	The proposal ensures that the child remains in the most suitable accommodation that meets their identified assessed needs and helps them develop as an individual	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
-----------------------------------	---	---

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Requirement to balance the 2018/19 budget requires a review of spend in this area. This will ensure that the Authority can meet its obligation in the future.</p>	<p>The approach of the review must ensure that it does not jeopardize the placement and destabilize the market.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The review will both link in with the regional work hosted by Blaenau Gwent CBC, to review non framework high cost placements, and continue the work with the 4C's. The review will also look to have a closer relationship with care providers and the market.</p>	<p>Requirement to link costs to assessed need to ensure the outcomes for the child are maximized</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Any review must ensure that the needs of the Child continue to be met, and the views of parents are accommodated. The social work practitioners will be involved to have a balance on the investment made in the care package.</p>	<p>Adopt a clear and transparent approach to involve all stakeholders</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>A review of high costs placements will help to : -  - manage future costs ensuring the Authority continues to spend with its budget and  - explore all opportunities in arriving at a balanced care provision</p>	<p>Adopt a clear and transparent approach to involve all stakeholders</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p data-bbox="141 480 282 507"><b>Integration</b></p> <p data-bbox="107 528 472 628">Considering impact on all wellbeing goals together and on other bodies</p>	<p data-bbox="533 233 1328 485">The review will not be solely based on cost and will start with a review of assessed need to safeguard the care requirements. The review will then look at the best value for money in delivering the assessed need to ensure the wellbeing of the child/parents/family network and at the same time provide a sustainable platform for the provider.</p>	<p data-bbox="1350 233 2121 300">Adopt a clear and transparent approach to involve all stakeholders</p>

Page 206

**57. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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	Provides the best care solution that meets the assessed care needs for young children at an affordable cost/best value for money	Destabilize the placement for the most challenging and vulnerable young children	A strategy that looks to ensure a fully engaged and transparent approach, working in conjunction with all parties
Disability	Provides the best care solution that meets the assessed care needs for children with disabilities at an affordable cost /best value for money	Destabilize the placement for young children with disabilities	A strategy that looks to ensure a fully engaged and transparent approach, working in conjunction with all parties
Gender reassignment	-	-	-

<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	-	-	-
Pregnancy or maternity	-	-	-
Race	-	-	-
Religion or Belief	-	-	-
Sex	-	-	-
Sexual Orientation	-	-	-
Welsh Language	-	-	-

18. 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 review will ensure that the child remains in a secure placement and does not jeopardize their safeguarding	Any cost realignment could have the potential to have a negative impact on service delivery and it's quality	A monitoring process will be put in place to ensure any renegotiations mitigate the negative impact and can positively enhance independence and the meeting of assessed needs

Corporate Parenting	The Authority has a corporate duty to promote the welfare of looked after children. As part of the Authority's corporate priorities it will ensure permanent accommodation and support for looked after children	The proposal has the potential to jeopardize the placement and/or destabilize the market	The review will have a strategy which is transparent and centred on the assessment of needs
---------------------	---	--	---

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

Data used to develop the proposal includes:

- Link with the regional work hosted by Blaenau Gwent CBC to review non framework high cost placements
- the initial scoping of the Pathways to Independence (P2I) work established, which looked at reviewing high cost placements
- the scoping exercise of the 4 placements made through the existing 4C's framework where costs were reviewed and the best price commissioned
- assessment of need

Page 208

**60. 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 impacts will be to ensure the care needs of the child and their safeguarding are protected whilst allowing for financial sustainability and balancing of resources to meet outcomes.

The salient negative impacts are around the destabilizing of the current placement and market place and how this can affect the corporate policies of ensuring early intervention and prevention for children and families and permanent accommodation and support for looked after children.

**61. 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
Obtain Provider cost structures and link to assessed needs	Work is already underway	Tyrone Stokes	
Negotiate with Providers to review costs	From March/April 2018	Tyrone Stokes	

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

The impacts of this proposal will be evaluated on:	In line with the 2018/19 forecast timetable
--	---

**63. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration

Page 209



monmouthshire  
sir fynwy

## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<b>Name of the Officer</b> completing the evaluation  Debra Hill-Howells <b>Phone no:</b> 01633 644281 <b>E-mail:</b> debrahill-howells@monmouthshire.go.uk	<b>Proposal Name:</b> Generate £30,000 net income from the acquisition of property assets to create an investment portfolio
<b>Name of Service</b> Commercial and Integrated landlord Services	<b>Please give a brief description of the aims of the proposal</b> The creation of a Property Investment Portfolio which will be used to generate income and support economic development where assets are acquired within the Capital City Region
	<b>Date Future Generations Evaluation form completed</b> 14.02.2018

Page 210

**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**

**64. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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	Where assets are acquired within Monmouthshire and the wider Capital City region they will be preserving and potentially growing local employment opportunities. Net rental income will be used to support front line service delivery.	




<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Where possible we will improve the energy efficiency of acquired assets and consider options for renewable energy alternatives or supply.	The operations within commercial assets or energy infrastructure may impact on the local landscape, e.g. solar farm.
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	No impact	No impact
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Acquiring assets within our local area will enable us to respond to local markets and provide regeneration opportunities.	Some communities may be opposed to commercial development or regeneration schemes. Whilst we will be seeking to acquire existing assets we may need to consider other ways of enhancing the value through intensification, change of use or re-development. If these options were exercised they would be subject to planning and local consultation.
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Where possible we will consider options to improve the energy efficiency of assets and the potential for renewable technologies.	Initial investment opportunities will be focused on Monmouthshire and the Capital City Region safeguarding local employment only.
<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	No impact
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	No impact	No impact

Page 21

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Any investments will be on the basis of 25 year borrowing so all acquisition decisions will need to consider the financial impact of the proposal at a minimum for the duration of the borrowing.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>		<p>The proposal considers the acquisition of investment properties and at this point does not consider any collaborative approaches assuming that MCC will acquire and manage the assets. There is a potential that JV's or SPV's will be considered if the nature of the asset required a partner approach.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The proposal was initially considered by Economy &amp; Development Select Committee in February 2016. Since that point we have been working with Finance, Alder King, Hugh James / Acurity legal to develop a strategy.</p>	<p>We have not undertaken any consultation with communities as this is a property investment strategy, any acquisitions with have commercial sensitivities and be financially driven. In the event that an acquisition takes place and regeneration proposals etc are developed that we would undertake consultation, however in the event the only change is the owner we would not expect to undertake consultation on this.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The proposal involves using borrowing to acquire property assets to help reduce the current revenue funding shortfall. This approach will enable the creation of additional revenue without impacting on services.</p>	<p>There is a risk with any property acquisition that the value of the asset will go down as well as up due to changing global or local economic conditions. In the event that the rental value decreased beyond the cost of borrowing the Council will be left in a negative position, this can be mitigated through the acquisition of a blended portfolio that spreads the risk around a wider portofil.</p>

Page 212

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p data-bbox="143 480 282 507"><b>Integration</b></p> <p data-bbox="107 528 472 628">Considering impact on all wellbeing goals together and on other bodies</p>	<p data-bbox="533 233 1305 376">The benefit of this proposal is that the income derived from investments in the local area can safeguard local services and the local tax payer as well as potentially protect jobs and support the local economy.</p>	<p data-bbox="1350 233 2123 339">The proposals firmly positions the Council in the private market place, potentially competing for properties with commercial investors and developers.</p>

Page 213

**66. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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 acquisition of investment properties will be neutral to the protected characteristics	The acquisition of investment properties will be neutral to the protected characteristics	
Disability	The acquisition of investment properties will be neutral to the protected characteristics	The acquisition of investment properties will be neutral to the protected characteristics	
Gender reassignment	The acquisition of investment properties will be neutral to the protected characteristics	The acquisition of investment properties will be neutral to the protected characteristics	

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Marriage or civil partnership	The acquisition of investment properties will be neutral to the protected characteristics	The acquisition of investment properties will be neutral to the protected characteristics	
Pregnancy or maternity	The acquisition of investment properties will be neutral to the protected characteristics	The acquisition of investment properties will be neutral to the protected characteristics	
Race	The acquisition of investment properties will be neutral to the protected characteristics	The acquisition of investment properties will be neutral to the protected characteristics	
Religion or Belief	The acquisition of investment properties will be neutral to the protected characteristics	The acquisition of investment properties will be neutral to the protected characteristics	
Sexual Orientation	The acquisition of investment properties will be neutral to the protected characteristics	The acquisition of investment properties will be neutral to the protected characteristics	
Welsh Language	The acquisition of investment properties will be neutral to the protected characteristics	The acquisition of investment properties will be neutral to the protected characteristics	

Page 214

**67. 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 acquisition of investment properties will have a neutral impact on safeguarding and corporate parenting	The acquisition of investment properties will have a neutral impact on safeguarding and corporate parenting	
Corporate Parenting	The acquisition of investment properties will have a neutral impact on safeguarding and corporate parenting	The acquisition of investment properties will have a neutral impact on safeguarding and corporate parenting	

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

- Page 215
- Review of practice within English authorities who have been undertaking these practices for many years
  - Feedback from Economy & Development Select Committee
  - Legal advice on the proposals, our legal powers and limitations
  - Professional advice from Alder King on the proposed policy, acquisition guidelines and market opportunities
  - Financial advice for the Councils Finance team including testing scenarios
  - Experience of managing the existing legacy investment portfolio made up of secondary retail, industrial estates, renewable energy installations and County Farms

**69. 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?**

- Benefits**
- Create an additional revenue source for the Council without impacting on services or being an additional cost to tax payers.
  - Potential to support the local economy and jobs by acquiring assets within Monmouthshire and the Capital City region
  - Potential for acquisitions to stimulate regeneration opportunities

**Negative Impacts**

- Competing with the private sector
- Risks associated with property market

**70. 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

**71. 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:	
--	--

**72. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	Finalise the strategy and seek Member approval	In the next 6 months	
	Budget mandate approval	28th February 2018	



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation</p> <p>Rob O'Dwyer</p> <p><b>Phone no:</b> 01633 644452 <b>E-mail:</b> RobertO'Dwyer@monmouthshire.gov.uk</p>	<p><b>Proposal Name:</b> Freeze, cease or consolidate non-essential spend</p>
<p><b>Name of Service</b> Procurement</p>	<p><b>Please give a brief description of the aims of the proposal</b> Examining all cross directorate categories of expenditure where there is ability to turn off or reduce demand.</p> <p>The categories of expenditure include:</p> <ol style="list-style-type: none"> <li>1. Stationery</li> <li>2. Photocopying</li> <li>3. Mobile Phones</li> <li>4. Printing</li> <li>5. Postage</li> </ol>
	<p><b>Date Future Generations Evaluation</b> form completed 12/02/2018</p>

Page 217

***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***





**73. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
-----------------	---	---


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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	Positive impact by ensuring a greater level of efficiency in our use of resources due to an overall reduction in Council spend.	Engagement with staff to understand service requirements
<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	N/A
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	N/A	N/A
<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	Reduction in spend on items such as photocopying and printing will reduce help ensure colleagues considered if it is necessary, therefore reducing the amount of paper used.	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	Reducing our spend in service areas enables us to remain sustainable and able to continue to deliver services to all those who need them.	Continue to provide services for those that require it

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



Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p>	<p>Our proposal aligns with the Future Monmouthshire principle that focuses on keeping our services going now, through more effective use of resources, to enable us to grow service models that are fit for the future.</p>	
 <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>	<p>Considering all opportunities to collaborate with neighbouring authorities to achieve value for money and greater economies of scale.</p>	<p>Consider where the existing NPS Framework can assist in enabling greater collaboration in a way that focuses on supporting the Welsh economy</p>
 <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>	<p>Continued engagement with all stakeholders identified to ensure that any solutions identified are workable and sustainable based on varied stakeholder perspectives.</p>	<p>Ongoing engagement with colleagues is key to understanding service requirements to ensure “turning off” spend does not have a detrimental effect on their ability to deliver services. We will work with colleagues to understand the most sustainable method for meeting demand.</p>
 <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>This proposal focuses on maximizing the use of resources to ensure we are a fair and more equitable organisation whilst ensuring that service needs are met</p>	

Page 219

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p data-bbox="141 480 282 507">Integration</p> <p data-bbox="107 528 472 628">Considering impact on all wellbeing goals together and on other bodies</p>	<p data-bbox="533 233 1301 320">Whilst the main focus of the proposal is to reduce spend, the proposal also takes into account the use of alternative resources such as digital technologies that will improve working practices</p>	

**15. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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	As these costs apply to all areas of service a reduction in spend that is not vital will ensure that the budget remains focussed on delivering services to those who most need them.	These areas of spend affect all areas of service, including those delivered to the young and elderly. A reduction in spend could impact on those services if reduction in horizontal spend impeded service delivery	Understanding service need will ensure that, whilst we aim to reduce unnecessary spend, we will not “turn off” demand where it would have potential to impede service delivery.
Disability	As these costs apply to all areas of service a reduction in spend that is not vital will ensure that the budget remains focussed on delivering services to those who most need them.	These areas of spend affect all areas of service, including those delivered to the young and elderly. A reduction in spend could impact on those services if reduction in horizontal spend impeded service delivery	Understanding service need will ensure that, whilst we aim to reduce unnecessary spend, we will not “turn off” demand where it would have potential to impede service delivery.
Gender reassignment	There are no additional protected characteristic impacts within this proposal as any opportunities created will be open to all and continued stakeholder engagement will enable all those effected to be part of any proposed changes.		

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

Page 221

16. 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	As these costs apply to all areas of service a reduction in spend that is not vital will ensure that the budget remains focussed on delivering services to those who most need them.	These areas of spend affect all areas of service, including those delivered to the young and elderly. A reduction in spend could impact on those services if reduction in horizontal spend impeded service delivery	Understanding service need will ensure that, whilst we aim to reduce unnecessary spend, we will not “turn off” demand where it would have potential to impede service delivery.

Corporate Parenting	As these costs apply to all areas of service a reduction in spend that is not vital will ensure that the budget remains focussed on delivering services to those who most need them.	These areas of spend affect all areas of service, including those delivered to the young and elderly. A reduction in spend could impact on those services if reduction in horizontal spend impeded service delivery	Understanding service need will ensure that, whilst we aim to reduce unnecessary spend, we will not “turn off” demand where it would have potential to impede service delivery.
---------------------	--	---	---

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

Analysis of spend over the last three years for the following categories of expenditure:

1. Stationery
2. Photocopying
3. Mobile Phones
4. Printing
5. Postage

Page 222

**78. 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 will be more effective use of resources that will enable our services to be sustainable for the future. Engagement with colleagues will be key to reducing the potential for any negative impacts on service delivery.

**79. 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
If proposal is accepted we will commence the actions outlined in the proposal and engage with colleagues	2018/19		

**80. 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:	Continued monitoring to ensure costs are reduced
--	--

**81. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Budget proposal		



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation</p> <p>Rob O'Dwyer</p> <p><b>Phone no:</b> 01633 644452 <b>E-mail:</b> RobertO'Dwyer@monmouthshire.gov.uk</p>	<p><b>Proposal Name:</b> Review of £25,000-£150,000 Off Contract Spend &amp; improved demand management</p>
<p><b>Name of Service</b></p> <p>Procurement</p>	<p><b>Please give a brief description of the aims of the proposal</b> The £25,000 to £150,000 expenditure profile is being examined for commodities that are currently experiencing "off contract spend" or where demand needs to be interrogated further. It is anticipated that a saving of 2.5% can be achieved through aggregating need, standardising and reducing demand.</p>
<p><b>Date Future Generations Evaluation form completed</b></p> <p>12/02/2018</p>	

Page 224





**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**

**82. 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>Does the proposal contribute to this goal? Describe the positive and negative impacts.</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>Positive impact in that it will ensure a greater level of efficiency in our use of resources due to an overall reduction in Council spend. Review of spend and demand may create new</p>	<p>Engagement with staff to understand service requirements</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	market opportunities for local SMEs as we look to support the local economy through our own procurement processes.	
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Seeking out new market opportunities with existing or new SMEs in the local area will reduce our organisation's global footprint as we look to source goods on a local basis	Engagement with new and existing suppliers & businesses
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	N/A	N/A
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Supporting viable and connected communities through local economic growth	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local Social, economic and environmental wellbeing	Reducing carbon emissions by sourcing goods and services locally.	
<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	Reducing our spend in service areas enables us to remain sustainable and able to continue to deliver services to all those who need them. Providing opportunities for smaller businesses to compete and grow	Continue to provide services for those that require it

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Our proposal aligns with the Future Monmouthshire principle that focuses on keeping our services going now, through more effective use of resources, to enable us to grow service models that are fit for the future.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Considering all opportunities to collaborate with neighbouring authorities to achieve value for money and greater economies of scale.</p>	<p>Consider where the existing NPS Framework can assist in enabling greater collaboration in a way that focuses on supporting the Welsh economy</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Continued engagement with all stakeholders identified to ensure that any solutions identified are workable and sustainable based on varied stakeholder perspectives.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Focus this proposal is to maximize the use of resources to ensure we are a fair and more equitable organisation</p>	



Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>We will explore all opportunities that may arise to share models and services with neighbouring authorities, with the potential to share transport opportunities.</p>	

**84. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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 Gender reassignment Marriage or civil partnership Pregnancy or maternity Race Religion or Belief	There are no additional protected characteristic impacts within this proposal as any opportunities created will be open to all and continued stakeholder engagement will enable all those effected to be part of any proposed changes.		

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?
Sex			
Sexual Orientation			
Welsh Language			

85. 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	There are no impacts on either safeguarding or corporate parenting through this proposal.		
Corporate Parenting			

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

Review of spend between £25,000 and £150,000 to identify npn-contract spend and to identify potential areas where contracts can be negotiated for better value.

**87. 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 will be more effective use of resources that will enable our services to be sustainable for the future. At this stage no negative impacts have been identified. Understanding the existing market and potential for growth is key to procuring in a way that can stimulate local economic growth.

**88. 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
If proposal is accepted we will commence the actions outlined in the proposal and engage with colleagues	2018/19		

**89. 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: Continued monitoring to ensure costs are reduced

**90. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
1	Budget proposal		



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation</p> <p>Rob O'Dwyer</p> <p><b>Phone no:</b> 01633 644452 <b>E-mail:</b> RobertO'Dwyer@monmouthshire.gov.uk</p>	<p><b>Proposal Name:</b> Procurement Gateway Review</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 231</p>	<p><b>Please give a brief description of the aims of the proposal</b> Implement a "procurement Gateway Review" to challenge expenditure from the inception of the need to establish if it is required. Where expenditure is required, the following Gateway questions will be considered:</p> <ul style="list-style-type: none"> <li>- Has the option to make or buy been costed?</li> <li>- Does anyone else have the need?</li> <li>- Has the solution been market tested,</li> <li>- Is there any innovation within the supply chain that would lead to a better outcome?</li> </ul>
<p><b>Name of Service</b> Procurement</p>	<p><b>Date Future Generations Evaluation form completed</b> 12/02/2018</p>

***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***


**91. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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 impact in that it will ensure a greater level of efficiency in our use of resources due to an overall reduction in Council spend. Best value for money will not always be the lowest cost. The whole life costs of the goods/service will need to be considered. Review of spend and demand may create new market opportunities for local SMEs as we look to support the local economy through our own procurement processes.</p>	<p>Engagement with staff to understand service requirements</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>Seeking out new market opportunities with existing or new SMEs in the local area will reduce our organisation's global footprint as we look to source goods on a local basis</p>	<p>Engagement with new and existing suppliers &amp; businesses</p>
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>When reviewing how service needs can be met, options will be considered that focus on the best outcomes for individuals, not just the lowest costs options.</p>	<p>N/A</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>Supporting viable and connected communities through local economic growth. Understanding the wider benefits of the goods/services we procure will enable us to consider any potential positive community impact that can be achieved through procuring differently.</p>	<p>Continued analysis of whole life costs and wider potential benefits of the goods/services procured.</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>Reducing carbon emissions by sourcing goods and services locally. Whole life costing of goods/services will help improve understanding of the long term impact and/or benefit of the goods or services procured.</p>	
<p><b>A Wales of vibrant culture and</b></p>	<p>N/A</p>	<p>N/A</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>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	Having a Gateway Review process will ensure that diligent consideration will be given to how and what we procure in a way that enables us to remain sustainable and able to continue to deliver services to all those who need them. Understanding the whole life cost and overall value of the goods/services procured will ensure that the best solution can be utilized to ensure we can continue to support people to fulfill their potential. Providing opportunities for smaller businesses to compete and grow	Continue to provide services for those that require it

Page 233

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p><b>Long Term</b></p>	Our proposal aligns with the Future Monmouthshire principle that focuses on keeping our services going now, through more effective use of resources, to enable us to grow service models that are fit for the future.	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>	<p>Considering all opportunities to collaborate with neighbouring authorities to achieve value for money and greater economies of scale.</p>	<p>Consider where the existing NPS Framework can assist in enabling greater collaboration in a way that focuses on supporting the Welsh economy.</p> <p>Work with the PSB to develop collaborative solutions</p> <p>Consideration to be given to further collaboration with the City Deal Region where there is opportunity to do so.</p>
 <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>	<p>Continued engagement with all stakeholders identified to ensure that any solutions identified are workable and sustainable based on varied stakeholder perspectives. Early involvement with potential suppliers will help us work with those suppliers to procure goods/services that best meet the needs of our communities.</p>	
 <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The main focus of this proposal is to ensure that the goods/services we procure are fit to meet the needs of our service users whilst giving confidence that these services will remain sustainable and equitable. Focusing on outcomes alongside costs will help us to procure solutions that focus on prevention.</p>	<p>Engagement with service delivers, service users and potential suppliers to help us develop better solutions</p>
 <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>We will explore all opportunities that may arise to share models and services with neighbouring authorities, with the potential to develop integrated solutions.</p>	<p>Engagement with PSB to share learning and to identify opportunities for collaboration and integration</p>



**93. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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	There are no additional protected characteristic impacts within this proposal as any opportunities created will be open to all and continued stakeholder engagement will enable all those effected to be part of any proposed changes.		
Disability			
Gender reassignment			
Marriage or civil Partnership			
Pregnancy or maternity			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

**94. 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	There are no impacts on either safeguarding or corporate parenting through this proposal.		
Corporate Parenting			

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

We currently have only two MCIPS qualified members of staff supporting the devolved procurement functions within the authority. Additional support and review is required to ensure that value for money is achieved and that we are procuring goods and services in a way that long term sustainability and better outcomes are achieved. Analysis of previous and current year spend identifies the need for greater contract management and a high level of non-contract spend that requires additional review. Whilst the NPS framework meets some of our procurement needs, greater flexibility may be needed at times where the market doesn't already exist or where more innovative solutions may be required. "Business as usual" is not an effective approach and so a Gateway review process is required to ensure existing and new contracts take into account the whole life cost and opportunities for better solutions are considered. Workshops held with the Economy and Select Committee identified the need for a challenge based approach to procurement, better market knowledge and an ability to challenge current buying arrangements that do not afford real efficiency. A Gateway Review process will enable us to achieve this in a way that provides confidence and assurance without impeding on our ability to move at pace.

**96. 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 will be more effective use of resources that will enable our services to be sustainable for the future. At this stage no negative impacts have been identified. Understanding the existing market and potential for growth is key to procuring in a way that can stimulate local economic growth, ensure long term outcomes and achieve greatest value for money.

**97. 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>
If proposal is accepted we will commence the actions outlined in	2018/19		

the proposal and engage with colleagues			

**98. 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>	Continued monitoring to ensure costs are reduced. Identifying case studies where better outcomes and greater value for money has been achieved.
---	---

**99. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version no.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	Budget proposal		

Page 237



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> Emma Jackson</p> <p><b>Phone no:</b> 01633 644924 <b>E-mail:</b> emmajackson@monmouthshire.gov.uk</p>	<p><b>Proposal Name:</b> AI &amp; Automation</p>
<p><b>Name of Service-</b> Digital Programme Office</p>	<p><b>Please give a brief description of the aims of the proposal</b> Ensuring that our organisation has a sustainable, effective and efficient workforce and systems that is sufficient to meet the demands of today and of the future. This can be achieved by making the best use of existing technology &amp; systems to improve staff processes and customer access to our services. Utilising existing digital tools or investing in new tools such as artificial intelligence to automate tasks that normally require human intelligence. Improvement in services through automating manual processes should increase our ability to meet demand and generate revenue.</p> <p><b>Date Future Generations Evaluation</b> 8/2/2018</p>

Page 238





***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***


**100. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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,	Changing the ways of working to meet the challenges of AI and automation will upskill our	We will need to ensure we are able to train our staff and residents so that they can use the

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</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	workforce and our residents. There may be issues with those that don't have the digital literacy to take advantage of digital tools.	digital tools available.
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	If we can encourage our residents and staff to use online tools this would reduce the need to travel to transact with Monmouthshire.	
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	N/A	N/A
<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	Reducing the need to travel and therefore reducing our carbon omissions.	
<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	Our website and main customer focused tool (My Monmouthshire) provides the ability to transact in Welsh.	We will need to explore the options for Welsh medium in some digital tools e.g. artificial intelligence
<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, pregnancy or maternity</i>	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>We are planning for the future ways of working and looking to the emerging technologies. These technologies will generate short term savings but these technologies will have a long-term impact.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Working with the SRS Local Authority partners to develop opportunities for automation e.g. My Council Services.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>We have been engaging with residents e.g. Usk Show, Appy Birthday campaign, to provide an understanding of the app and also have a customer panel that guides us on new developments and their usability. The new technology gives us the ability to respond to our residents more easily on the issues that they report to us.</p>	<p>As we rollout new technologies we will continue to use our customer panel and find other engagement events to promote and ask for feedback.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Data and evidence to quantify areas where there hotspots of issues to help focus on preventative work.</p>	<p>Encouraging our service areas to utilize the data and evidence to help focus their resources.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p data-bbox="143 480 284 507"><b>Integration</b></p> <p data-bbox="107 528 472 628">Considering impact on all wellbeing goals together and on other bodies</p>	<p data-bbox="533 233 1312 408">Utilizing the same system provides the ability to integrate or work better together if required to do so. For example working in partnerships with neighbouring authorities to align processes and systems to make it easier for residents.</p>	

Page 241

**102. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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	Quicker response and turn around times in processing applications. E.g. Blue Badge applications	There can be a perception of access issues for digital exclusion	We will be introducing further digital inclusion training with Community Education. Will require marketing/engagement to allay fears of digital exclusion.
Disability	As above	As above	As above
Gender reassignment	N/A		
Marriage or civil partnership	N/A		

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?
Pregnancy or maternity	N/A		
Race	N/A		
Religion or Belief	N/A		
Sex	N/A		
Sexual Orientation	N/A		
Welsh Language	All forms and information on the website is available in Welsh as per the Welsh Language Act.		

Page 242

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	<i>Safeguarding in this context applies to both children (not yet reached 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>		
---------------------	--	--	--

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

Data from My Monmouthshire  
 Feedback from our customer panel  
 Review of applications on our website  
 Review of  
 Evidence of what has worked in other LA's  
 Evidence of complaints of where we haven't responded to residents

**105. 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 are going to contribute to multiple goals and planning for the future. We have collaborated and engaged to develop the proposals. Will work to mitigate potential negative impact on people that are excluded from the technology.

**106. 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
Develop the necessary training for residents and staff	Throughout 2018	Digital Programme Office, Corporate Training, Community Education, Community Hubs	
Review the functionality of AI tools to ensure compliance with	2019	Digital Programme Office, Policy & Performance	

Welsh Language			
Continue to engage with our customer panel to inform developments	Throughout 2018	Digital Programme Office	
Work with the data office to ensure datasets are utilised	Q2 and on-going	Digital Programme Office, Data Office, Service Areas	

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

The impacts of this proposal will be evaluated on:	As per the budget monitoring arrangements
--	---

**108. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
0.1	Gateway review stage 2	9/2/18	This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.



monmouthshire  
sir fynwy

## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation</p> <p>Rob O'Dwyer</p> <p><b>Phone no:</b> 01633 644452 <b>E-mail:</b> RobertO'Dwyer@monmouthshire.gov.uk</p>	<p><b>Proposal Name:</b> Reduce Agency Costs</p>
<p><b>Name of Service</b> Business Transformation</p>	<p><b>Please give a brief description of the aims of the proposal</b> Ensuring that our organisation has a sustainable, effective and efficient workforce that is sufficient to meet the demands of today and of the future. Effective workforce planning to reduce the need for external and unplanned staffing spend, giving consideration to shared capacity across the organisation through optimised systems and working practices.</p> <p><b>Date Future Generations Evaluation form completed</b> 08/02/2018</p>

Page 245





***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***

**109. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A prosperous Wales</b>	Positive impact in that it will ensure a greater	Engagement with staff to understand service

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Efficient use of resources, skilled, educated people, generates wealth, provides jobs	level of efficiency in our use of resources due to a reduction in Council spend. Key focus on upskilling and development of staff. Potential to create new apprenticeship opportunities.	need and opportunities for development
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	No impact	N/A
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	Potential negative impact on staff moral if role expectations change	Working with colleagues to understand and develop skills
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Better use of Council resources contributes to our ability to focus on supporting cohesive communities	Effective monitoring of spend to reduce additional costs
<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	Reducing our spend in service areas enables us to remain sustainable and able to continue to deliver services to all those who need them. Aim to increase employability opportunities that will be open to all.	Continue to provide services for those that require it

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p>	<p>Our proposal aligns with the Future Monmouthshire principle that focuses on keeping our services going now, through more effective use of resources, to enable us to grow service models that are fit for the future.</p> <p>Greater focus on succession planning and creating new flexible employment opportunities for future generations</p>	
 <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>	<p>Working with neighbouring authorities to share best practices.</p>	
 <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>	<p>Continued engagement with all stakeholders identified to ensure that any solutions identified are workable and sustainable based on varied stakeholder perspectives.</p>	
 <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Focus this proposal is to maximize the use of resources to ensure we are a fair and more equitable organisation</p>	

Page 247

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>We will explore all opportunities that may arise to share models and services with neighbouring authorities, with the potential to integrate services, i.e. a regional agency/skills resource.</p>	

**11. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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	Increased flexible employment opportunities, not only for young people but also for older generations that may be interested in more flexible working patterns		
Disability Gender reassignment Marriage or civil partnership Pregnancy or maternity	There are no additional protected characteristic impacts within this proposal as any opportunities created will be open to all and continued stakeholder engagement will enable all those effected to be part of any proposed changes.		

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			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

112. 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	There are no impacts on either safeguarding or corporate parenting through this proposal.		
Corporate Parenting			

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

Review of current and previous years agency spend

**114. 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 positives of this proposals are more effective use of resources and flexible employment opportunities. The potential negative impact is a reduction in staff morale if expectations of role change. Better use of resources is the main drive for this proposal as our ability to continue delivering services may be compromised if we cannot meet existing budget pressures. The need for colleague engagement is a key part of the proposal to ensure workable solutions are identified and to mitigate any risk of reduced staff morale.

**115. 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
If proposal is accepted we will commence the actions outlined in the proposal and engage with colleagues	2018/19		

**116. 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>	Continued monitoring to ensure costs are reduced and that expected opportunities are being developed.
---	---

**117. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.**

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
1	Budget proposal		



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation</p> <p>Rob O'Dwyer</p> <p><b>Phone no:</b> 01633 644452 <b>E-mail:</b> RobertO'Dwyer@monmouthshire.gov.uk</p>	<p><b>Proposal Name:</b> Decrease Travel Costs</p>
	<p><b>Please give a brief description of the aims of the proposal</b> Reducing the mileage and travel costs of our organisation by utilizing existing technologies that provide effective alternatives to travelling and taking a planned approach to reducing and monitoring travel.</p>
<p><b>Name of Service</b> Business Transformation</p>	<p><b>Date Future Generations Evaluation</b> form completed 08/02/2018</p>

Page 252

**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**





**118. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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 impact in that it will ensure a greater level of efficiency in our use of resources due to a reduction in Council spend.</p>	<p>Engagement with staff to understand service requirements</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and</p>	<p>Reduce our impact on the environment through a lower carbon footprint as an organisation</p>	<p>Monitoring of mileage to ensure travel is reduced</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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	Potential to encouraging/enabling alternative methods of travelling where appropriate.	
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Better use of Council resources contributes to our ability to focus on supporting cohesive communities	Effective monitoring of spend to reduce additional costs
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	This proposal aims to reduce our impact on the environment. A reduction in travel will reduce our carbon footprint.	
<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	Reducing our spend in service areas enables us to remain sustainable and able to continue to deliver services to all those who need them.	Continue to provide services for those that require it

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
-----------------------------------	---	---

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Our proposal aligns with the Future Monmouthshire principle that focuses on keeping our services going now, through more effective use of resources, to enable us to grow service models that are fit for the future.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Working with neighbouring authorities to share best practices.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Continued engagement with all stakeholders identified to ensure that any solutions identified are workable and sustainable based on varied stakeholder perspectives.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Focus this proposal is to maximize the use of resources to ensure we are a fair and more equitable organisation</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p data-bbox="143 480 284 507"><b>Integration</b></p> <p data-bbox="107 528 472 628">Considering impact on all wellbeing goals together and on other bodies</p>	<p data-bbox="533 233 1285 320">We will explore all opportunities that may arise to share models and services with neighbouring authorities, with the potential to share transport opportunities.</p>	

Page 255

**120. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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 Gender reassignment Marriage or civil partnership Pregnancy or maternity Race Religion or Belief	<p data-bbox="430 1078 2051 1134">There are no additional protected characteristic impacts within this proposal as any opportunities created will be open to all and continued stakeholder engagement will enable all those effected to be part of any proposed changes.</p>		

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?
Sex			
Sexual Orientation			
Welsh Language			

121. 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	There are no impacts on either safeguarding or corporate parenting through this proposal.		
Corporate Parenting			

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

Review of current and previous years mileage and fares for travel spend.

**123. 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 will be more effective use of resources that will enable our services to be sustainable for the future. At this stage no negative impacts have been identified. We recognize the need for early engagement and involvement with staff to ensure the reduction in spend can be achieved through solutions that are workable for the service.

**124. 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
If proposal is accepted we will commence the actions outlined in the proposal and engage with colleagues	2018/19		

**125. 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>	Continued monitoring to ensure costs are reduced
---	--

**126. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
1	Budget proposal		





## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation</p> <p>Rob O'Dwyer</p> <p><b>Phone no:</b> 01633 644452 <b>E-mail:</b> RobertO'Dwyer@monmouthshire.gov.uk</p>	<p><b>Proposal Name:</b> Reduce Overtime &amp; Enhancement Spend</p>
	<p><b>Please give a brief description of the aims of the proposal</b> Proposal to review and reduce additional spend such as overtime and enhancement, which are significant across the organisation to mitigate the risk/requirement to reduce our workforce to meet those increasing costs. Ensuring that there are flexible yet consistent working practices that promote fairness and equality</p>
<p><b>Name of Service</b> Business Transformation</p>	<p><b>Date Future Generations Evaluation</b> form completed 08/02/2018</p>

Page 259

**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**





**127. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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 impact in that it will ensure a greater level of efficiency in our use of resources due to a reduction in Council spend</p>	<p>Engagement with staff to understand service need and opportunities for development</p>

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	No impact	N/A
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	Potential negative impact on staff moral	Working with colleagues to ensure fairness and equitability
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Better use of Council resources contributes to our ability to focus on supporting cohesive communities	Effective monitoring of spend to reduce additional costs
<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	Reducing our spend in service areas enables us to remain sustainable and able to continue to deliver services to all those who need them.	Continue to provide services for those that require it

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

<b>Sustainable Development Principle</b>	<b>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</b>	<b>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</b>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p>	<p>Our proposal aligns with the Future Monmouthshire principle that focuses on keeping our services going now, through more effective use of resources, to enable us to grow service models that are fit for the future.</p>	
 <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>	<p>Working with neighbouring authorities to share best practices.</p>	
 <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>	<p>Continued engagement with all stakeholders identified to ensure that any solutions identified are workable and sustainable based on varied stakeholder perspectives.</p>	
 <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Focus this proposal is to maximize the use of resources to ensure we are a fair and more equitable organisation</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>We will explore all opportunities that may arise to share models and services with neighbouring authorities, with the potential to integrate services, i.e. a regional agency/skills resource.</p>	

**29. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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 Gender reassignment Marriage or civil partnership Pregnancy or maternity Race Religion or Belief	There are no additional protected characteristic impacts within this proposal.		

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?
Sex			
Sexual Orientation			
Welsh Language			

**130. 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>

Page 263	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	There are no impacts on either safeguarding or corporate parenting through this proposal.		
Corporate Parenting			

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

Review of current and previous years spend on overtime and other enhancements spend

**132. 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?

Main positive of the proposal is a reduction in additional spend to ensure our services are sustainable for the future. Early engagement with services and staff will be key to ensuring fairness and equitability.

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

Page 264

What are you going to do	When are you going to do it?	Who is responsible	Progress
If proposal is accepted we will commence the actions outlined in the proposal and engage with colleagues	2018/19		

**134. 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:**

Continued monitoring to ensure costs are reduced and that expected opportunities are being developed.

**135. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Budget proposal		



**monmouthshire**  
**sir fynwy**

**Future Generations Evaluation**  
**(includes Equalities and Sustainability Impact Assessments)**

<p><b>Name of the Officer</b> completing the evaluation Debbie Jackson</p> <p><b>Phone no:</b>01291 691315 <b>E-mail:</b> <a href="mailto:debbiejackson@monmouthshire.gov.uk">debbiejackson@monmouthshire.gov.uk</a></p>	<p><b>Proposal Name:</b> Increase in Car parking Charges by 10%.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 266</p>	<p><b>Please give a brief description of the aims of the proposal</b> To increase Car Parking Charges by 10%. To increase season permits by 10% in line with proposed tariff increase (2). To increase residents permits from £40 - £60. To increase parking penalties to £70 discounted to £35</p>
<p><b>Name of Service</b> Transport &amp; Car Parking</p>	<p><b>Date Future Generations Evaluation</b> form completed 18/02/2018</p>

***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***

**136. 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>Does the proposal contribute to this goal? Describe the positive and negative impacts.</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,</p>	<p>Negative –an increase in car parking charges could impact on the local businesses.</p>	<p>Strategy to raise awareness of advertising opportunities to help support local businesses.</p>






<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</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	Positive - New machines have advertising capabilities that could provide advertising opportunities for local businesses, and generate income for the Council.	Car parking staff to provide help and advice on the proposal.
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Explore the feasibility of discounted prices for motorist driving low emission vehicles (for residential parking permits.)	The new on line application system for permits can capture data relating to low emissions vehicles.
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	Positively consider the impact of parking on health, safety and general wellbeing of resident, workers and visitors.	Improve accessibility. Installation of DDA compliant machines.
<b>Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Visitors, businesses and local community feel safe in well maintained, and Town Warden patrolled car parks. Parking provision, controls and enforcement have an impact on local businesses.	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Improve the quality of signage in the car parks to provide a better customer experience.	
<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	Signage in car parks & tickets to be bi-lingual.	
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or	Our aims is to provide suitable car parking for local shoppers, businesses, visitors where ever we can.	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
circumstances		

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Page 268</p> <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Short term – maintaining a quality service for car parking requirements in Monmouthshire.</p> <p>Long term – investment in recent new pay and display machines, which are networked will provide much valuable data to inform decisions on future improvements to the service.</p>	<p>Positive impact - An increase in residents permit costs could potentially impact towards additional residents parking allocations. (The authority has no statutory obligation to provide residents with parking.)</p>
 <p>Collaboration</p> <p><i>Working together with other partners to deliver objectives</i></p>	<p>We aim to improve the customer experience by the introduction of on line permit requests, making it easier and more efficient to apply and pay for the permits. Currently working with the digital team to update the Website with more detailed information on car parking in Monmouthshire.</p> <p>We aim to provide good quality car parking facilities to aid the visitors, businesses &amp; workers in Monmouthshire.</p>	<p>Changes in car parking charges must be clearly communicated to all stakeholders.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><i>Involving those with an interest and seeking their views</i></p> <p><b>Involvement</b></p>	<p>Residents permits has the ability for residents to park outside their homes (which has become increasingly difficult over the years) our enforcement officers actively monitors these areas, enforcing regulations firmly and fairly for these permit fee paying residents.</p>	
 <p><i>Putting resources into preventing problems occurring or getting worse</i></p> <p><b>Prevention</b></p>	<p>Installations of new DDA compliant multi choice payment method machines to commence March 2018.</p> <p>Badly parked cars in the car parks can reduce sight lines and lead to accidents/incidents, our car parks are closely monitored by the Town Wardens and the appropriate penalties issued, maintaining health &amp; safety in the car parks at all times.</p> <p>Updated signage communicating the changes in car parking charges.</p> <p>Proposed income generation needed in order to meet substantial increase in non-domestic rate charges for car parks, on-going car park maintenance requirements, and in line with inflationary budget increases.</p>	<p>New signage to be displayed in the car parks with the installations of the new machines advising of the changes in car parking charges.</p> <p>Proposed changes will be published in the local media and at specific locations.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Integration</b></p> <p><i>Considering impact on all wellbeing goals together and on other bodies</i></p>	<p>Improved customers service experience with new machines, signage and on line permit applications.</p>	<p>The need for meaningful engagement and consultation may impact on the timescales and outcomes.</p>

1038. **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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

<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	Better quality and greater accessibility of parking for drivers of all ages.	Significant increase on the financial burden for drivers of low income.	Improving the range of payment methods across all car parks.

<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>
<i>Disability</i>	Regular and improved turnover of parking spaces to ensure better access and more parking opportunities for people visiting the car parks. Alternative payment options with the installations of new multi choice payment machines.	Accessibility of pay display machines both in terms of dexterity & mobility (It's recognized that the handling of coins may be difficult.)	New DDA compliant and multi choice payment option pay & display car parking ticket machines have been ordered, an installation programme to commence March 2018.  The authority is in the process of looking Decriminalized Parking which will address any increase in on street parking.
<i>Gender reassignment</i>	No Impact		
<i>Marriage or civil partnership</i>	No Impact		
<i>Pregnancy or maternity</i>	No Impact		
<i>Race</i>	No Impact		
<i>Religion or Belief</i>	No Impact		
<i>Sex</i>	No Impact		
<i>Sexual Orientation</i>	No Impact		
<i>Welsh Language</i>	All signage to be bilingual	N/A	N/A

Page 271

**139. 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>

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

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

Page 272

- A survey of current charging practice in other Welsh authorities has been conducted
- Increase Parking Penalties to £70 discounted to £35. At present the penalties for non-pay and display are £60 discounted to £30. These penalty figures are in line with neighbouring authorities. Impact hopefully will encourage drivers to pay and display and park appropriately when using the council's car parks and decrease the numbers of penalties issued.
- Increase season parking permits by 10%. At present the parking permit charges are £390 per year, £200 half yearly, £100 quarterly. The increase to be in line with the proposed 10% charge increase. Season permits are the most cost effective payment solution for the customer.

**141. 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?**

Positive - Proposed income generation needed in order to meet substantial increase in non-domestic rate charges for car parks, on-going car park maintenance requirements, and in line with inflationary budget increases. To provide good quality car parking facilities. Advertising opportunities for business with the new car park pay & display digital advertising screens.

Negative –Possibility of complaints from all users of car parks (Increase in fees, introduction of new charges.) Possibility of complaints with the increase in

residents permit charges.

Future – The proposal will involve ongoing engagement with those affected.

Take up and usage data will need to be gathered after implementation (which will include usage levels, transactions and income.)

**142. 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 members regarding the impact on proposed changes	Feb 2018	R Hoggins, D Jackson, A Perrin	
If the proposals are agreed for the increase in charges, permits and fines, notices advertising the increases would be displayed for 28 days in the parking locations and on line, this notices will also be advertised in the local press, advising of the new charges and the implementation date. Appropriate amendment to all signage will be made prior to implementation of the new charges.	Feb 2018	A Perrin	

**143. 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>Annually when the capital MTFP is reviewed</b>
---	---

**144. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Cabinet		<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>



<p><b>Name of the Officer :</b> 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> <b>Withdrawal of Route 65 bus service (Monmouth to Chepstow via Trellech)</b></p>
<p><b>Name of Service:</b> Passenger Transport</p>	<p><b>Date Future Generations Evaluation :</b> 18/02/18</p>


**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**





**145. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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>Use of the bus service is insufficient to maintain in its current guise so the scheduled service will be removed and supplemented by travel on demand by Grass Routes.</p>	<p>Grass routes provision as far as is practicable will supplement the loss of the scheduled service</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><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>		

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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	Loss of a scheduled public bus service.	
<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	Loss of a rural public bus route	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	<p>There is a commitment in the corporate plan to support rural bus transport but they must sustain a certain level of custom to remain viable. Resources must be directed to services that are most popular and transport on demand will start to play a greater role in rural public transport provision.</p>	<p>A wider review of public bus services is to be commissioned by MCC</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Grass routes is partly resourced using volunteers. Their role will become greater should this style of service become more prominent</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>Looks to direct what budget is available to services that are most popular.</p>	
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>Public transport for residents in this area will no longer be a scheduled service.</p>	

**147. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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?

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		Residents holding bus passes will lose this service albeit grass routes provides and alternative service.	Grass routes service
Disability		Loss of a scheduled public transport service in those communities adjacent to the route.	
Gender reassignment	<i>Consider the provision of inclusive services for Transgender people and groups. Also consider what issues there are for employment and training.</i>		
Marriage or civil partnership	<i>Same-sex couples who register as civil partners have the same rights as married couples in employment and must be provided with the same benefits available to married couples, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance</i>		
Pregnancy or maternity	<i>In employment a woman is protected from discrimination during the period of her pregnancy and during any period of compulsory or additional maternity leave. In the provision of services, good and facilities, recreational or training facilities, a woman is protected from discrimination during the period of her pregnancy and the period of 26 weeks beginning with the day on which she gives birth</i>		

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	<i>Think about what the proposal will do to promote race equality with the aim of: eliminating unlawful discrimination, promoting equality of opportunity and promoting good relations between persons of different racial groups. Also think about the potential to affect racial groups differently. Issues to look at include providing translation/interpreting services, cultural issues and customs, access to services, issues relating to Asylum Seeker, Refugee, Gypsy &amp; Traveller, migrant communities and recording of racist incidents etc.</i>		
Religion or Belief	<i>What the likely impact is e.g. dietary issues, religious holidays or days associated with religious observance, cultural issues and customs. Also consider what issues there are for employment and training.</i>		
Sex	<i>Consider what issues there are for men and women e.g. equal pay, responsibilities for dependents, issues for carers, access to training, employment issues. Will this impact disproportionately on one group more than another</i>		
Sexual Orientation	<i>Consider the provision of inclusive services for e.g. older and younger people from the Lesbian, Gay and Bi-sexual communities. Also consider what issues there are for employment and training.</i>		
Welsh Language	<i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc. and also the requirement to promote the language.</i>		

**148. 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>		

Page 280

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

Levels of usage. Popularity fo Grass routes service amongst users.

**150. 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 withdrawal of a public bus route is of obvious inconvenience to regular users but service provision and budget are directed to those services proving most popular. There has been significant work already undertaken in the authority to investigate how rural public transport can be improved. This piece of work needs to be undertaken in 18/19 to inform a longer term strategy for the future provision of public transport and how this best links with regional and national transport to make public transport more popular.

**151. 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
Wider transport review	During 18/19	<b>RDP and ptu</b>	

Page 281

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

The impacts of this proposal will be evaluated on:	In twelve months time of implementation (1 <sup>st</sup> Jan '18)
--	---

**153. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
<b>1</b>	As part of budget development for 18/19 proposals	<b>October'17</b>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

<p><b>Name of the Officer :</b> 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> Move to Summer and Winter opening hours for recycling centres/CA sites. Apportionment of Waste/recycling arisings to BGCBC from Llanfoist Recycling centre.</p>
<p><b>Name of Service:</b> Waste and Street Scene</p>	<p><b>Date Future Generations Evaluation :</b> 18/02/18</p>

Page 282

**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**






**54. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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>Opening hours are presently 8.00 a.m. to 6.00 p.m. all year round. This proposal introduces summer hours (6 months) as 9.00 a.m. to 5.00 p.m. and Winter hours to 10.00 a.m. to 4.00 p.m.. It offers better value for money focused to when the sites are most popular. Costs and volumes of waste generated in BGCBC, along with the relevant volumes of waste and recycling to measure performance as apportioned to the authority where the product is generated (BGCBC waste going to Llanfoist</p>	



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	Recycling centre in this case).	
<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>Councils are only obliged to provide one Civic amenity site within the county. This option reduces costs but maintains all four CA sites/recycling centres open 7 days per week throughout the year. Wales is one of the top recycling countries in the world. This ensures that our performance figures are more accurate and costs lie where they should.</p>	
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>		
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>People have somewhere convenient to dispose of their waste so there is no need to fly tip waste.</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><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><b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances</p>		

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Maintains very popular recycling centres but reduces opening hours. They are less convenient but all four remain open and users will quickly become familiar with new arrangements.</p> <p>Apportionment of waste and recycling allows both authorities to more accurately plan their businesses and report performance now and in the future.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>We have to make arrangements with the contractor that currently provides the staffing at these sites. They will be reducing the number of hours that the sites are open and will need to rearrange staff accordingly to deliver the reduced cost.</p> <p>Discussions have been held with BGCBC, WG and NRW about the apportionment of waste/recycling across border. All are content as long as sampling demonstrates the estimated apportionment.</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>.by maintaining site available close to our areas of population means that fly tipping should be at a minimum.</p> <p>More accurate recycling figures are available.</p>	
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>		

**156. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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			
Gender reassignment	<i>Consider the provision of inclusive services for Transgender people and groups. Also consider what issues there are for employment and training.</i>		
Marriage or civil partnership	<i>Same-sex couples who register as civil partners have the same rights as married couples in employment and must be provided with the same benefits available to married couples, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance</i>		
Pregnancy or maternity	<i>In employment a woman is protected from discrimination during the period of her pregnancy and during any period of compulsory or additional maternity leave. In the provision of services, good and facilities, recreational or training facilities, a woman is protected from discrimination during the period of her pregnancy and the period of 26 weeks beginning with the day on which she gives birth</i>		

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	<i>Think about what the proposal will do to promote race equality with the aim of: eliminating unlawful discrimination, promoting equality of opportunity and promoting good relations between persons of different racial groups. Also think about the potential to affect racial groups differently. Issues to look at include providing translation/interpreting services, cultural issues and customs, access to services, issues relating to Asylum Seeker, Refugee, Gypsy &amp; Traveller, migrant communities and recording of racist incidents etc.</i>		
Religion or Belief	<i>What the likely impact is e.g. dietary issues, religious holidays or days associated with religious observance, cultural issues and customs. Also consider what issues there are for employment and training.</i>		
Sex	<i>Consider what issues there are for men and women e.g. equal pay, responsibilities for dependents, issues for carers, access to training, employment issues. Will this impact disproportionately on one group more than another</i>		
Sexual Orientation	<i>Consider the provision of inclusive services for e.g. older and younger people from the Lesbian, Gay and Bi-sexual communities. Also consider what issues there are for employment and training.</i>		
Welsh Language	<i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc. and also the requirement to promote the language.</i>		

**157. 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>		

Page 287

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

Ref opening and closing times - Discussions with the contractor to assess usage and conversations with other local authorities. Reference to what Local authorities are legally obliged to provide.

Ref apportionment of waste/recycling to BGCBC – sampling on site has indicated that 25% of waste is arising in BGCBC.

**159. 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?**

--

**160. 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
Complete discussions with interested parties and invoice accordingly along with providing tonnages of waste/recycling	ongoing	Waste and street scene colleagues	
.Ongoing sampling	During year		

Page 288

**161. 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
--	----------

**162. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1			<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer:</b> Richard Cope</p> <p><b>Phone no:</b>01633644745 <b>E-mail:</b>richardcope@monmouthshire.gov.uk</p>	<p><b>Proposal Name:</b> Reviewing and transforming the costs of Home to School Transport</p>
	<p><b>Please give a brief description of the aims of the proposal :</b> To reduce the cost of home to school transport by a number of proposed interventions.</p>
<p><b>Name of Service:</b> Passenger Transport Unit.</p>	<p><b>Date Future Generations Evaluation</b> 9<sup>th</sup> February 2018.</p>

Page 289

***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***

**163. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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 will contribute positively to this goal by creating jobs, and skilled people and a more efficient use of resources available.</p> <p>There is a potential impact on the local provider market as we seek value for money solutions to currently high cost problems.</p>	<p>Consultation with Bus and Taxi operators and parents will contribute to the positivity of the proposals.</p> <p>Ensure our new process strikes the right balance across Personal Transport budgets, private and internal provision to balance and</p>




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
		even out benefits and efficiencies.
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	The re tendering of contracts with route optimisation and introduction of personal transport budgets along with any in house provision may reduce the number of contracts and vehicles required as well as providing some greener fleet. This will reduce C02 emissions.	Ensure tracking devices are installed throughout the whole of the Council's fleet to optimize data on usage and plan for maximization.
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	Fewer vehicles on contract work will have a positive effect on the environment and reduce emissions which will contribute to the health and well being of residents . Personal transport budgets will give parents greater choice in transport provision and may reduce the anxiety which will aid mental wellbeing.	Undertake a comprehensive review of transport and PTU services and the continuation it makes to wellbeing, quality of life and sustainability.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	New solutions for home to school transport will give communities the ability to contribute to the way in which they are connected and safe with the introduction of the choice in transporting children themselves.	Undertake a comprehensive review of transport and PTU services and the continuation it makes to wellbeing, quality of life and sustainability
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Collaborative contract provision with cross border working and better choices for parents should lead to a reduction in vehicles and carbon emissions which will contribute to the global well being	Undertake a comprehensive review of transport and PTU services and the continuation it makes to wellbeing, quality of life and sustainability
<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	Welsh language will be promoted with all application forms and signage on vehicles available bi lingually.	Undertake a comprehensive review of transport and PTU services and the continuation it makes to wellbeing, quality of life and sustainability
<b>A more equal Wales</b>		



Page 290



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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		

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	The sustainability of home to school transport for the future needs to be a mix of interventions and this proposal introduces new ways of delivering transport which will make it more sustainable in the future	N/A
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	The DPS has been developed with four councils , Monmouthshire Newport Torfaen and Blaenau Gwent which shows our ability in working together with partners. This will reduce administration and make the service more sustainable moving forward	N/A
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	The proposal has been developed in consultation with other local authorities, internal officers SLT & Cabinet Member and external bus and taxi operators.	A transport day will be held to liaise with driver's operators and volunteers.

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Prevention</b> Putting resources into preventing problems occurring or getting worse</p>	<p>The interventions will contribute to the sustainability of home to school transport for the future. Amid rising costs for transporting children and an increase in ALN provision</p>	<p>Ongoing liaison with parents, schools and operators to ensure that the best solutions are agreed.</p>
 <p><b>Integration</b> Considering impact on all wellbeing goals together and on other bodies</p>	<p>In bringing together proposals this should lead to better integration of services and should improve transport solutions for parents schools and the authority.</p>	<p>N/A</p>

**165. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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 Impact		

<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>
Disability	Better choice of transport solutions for ALN Pupils and parents		
Gender reassignment	No Impact		
Marriage or civil partnership	No Impact		
Pregnancy or maternity	No impact		
Race	No impact		
Religion or Belief	No Impact		
Sex	No impact		
Sexual Orientation	No impact		
Welsh Language	Signage and forms available bi -lingually		

Page 293

**166. 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 Personal transport budgets will have a positive impact on safeguarding children as they will have the option to be transported by parents in a safe environment. Safe recruitment of staff and level 1 safeguarding training for all drivers and escorts will have a positive effect on safeguarding	No Negative impact	Driver and Escort training to level 1 safeguarding and positive behaviour training where required
Corporate Parenting	Level 1 safeguarding training and positive behavior training for drivers and escorts will be a positive impact on safeguarding children and vulnerable adults	No Negative impact	As above

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

Evidence of current spend on home to school transport :  
 DPS developed in collaboration with three other authorities and best practice from each collaborated and used to inform terms and conditions of tender  
 Personal transport budgets have been introduced in another authority (RCT) and have proved successful as an alternative to contracted transport  
 Consulted with operators over payment terms and researched factoring which a number use to improve cashflow which has developed our proposal.

**168. 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 have a positive impact as they are introducing better choice in the ways in which home to school transport is awarded and should reduce the increase in costs relating to the current provision due to increase in ALN provision and the capacity of operators on the current framework. An increase in operators or the option to offer personal transport budgets , better payment terms and conditions and/or in house provision gives the authority a better scope in deciding what is best value moving forward.**

--

**169. 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
Retender contracts via DPS	April to July 18	PTU Manager	Ongoing
Introduce Personal Transport Budgets and better payment terms for operators	April 18 onwards	PTU Manager	Ongoing
Route optimization	Feb to April 18	PTU Manager	Ongoing

**170. 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>	October 2018 to SLT & Cabinet
---	-------------------------------

**171. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Budget Mandate, SLT Cabinet ,Scrutiny and Council		



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer:</b> Richard Cope</p> <p><b>Phone no:</b>01633644745 <b>E-mail:</b>richardcope@monmouthshire.gov.uk</p>	<p><b>Proposal Name:</b> Reviewing and transforming the costs of Home to School Transport</p>
	<p><b>Please give a brief description of the aims of the proposal :</b> To reduce the cost of home to school transport by a number of proposed interventions.</p>
<p><b>Name of Service:</b> Passenger Transport Unit.</p>	<p><b>Date Future Generations Evaluation</b> 9<sup>th</sup> February 2018.</p>

Page 296

**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**

**172. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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 will contribute positively to this goal by creating jobs, and skilled people and a more efficient use of resources available.</p> <p>There is a potential impact on the local provider market as we seek value for money solutions to currently high cost problems.</p>	<p>Consultation with Bus and Taxi operators and parents will contribute to the positivity of the proposals.</p> <p>Ensure our new process strikes the right balance across Personal Transport budgets, private and internal provision to balance and even out benefits and efficiencies.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<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 re tendering of contracts with route optimisation and introduction of personal transport budgets along with any in house provision may reduce the number of contracts and vehicles required as well as providing some greener fleet. This will reduce C02 emissions.</p>	<p>Ensure tracking devices are installed throughout the whole of the Council's fleet to optimize data on usage and plan for maximization.</p>
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Fewer vehicles on contract work will have a positive effect on the environment and reduce emissions which will contribute to the health and well being of residents . Personal transport budgets will give parents greater choice in transport provision and may reduce the anxiety which will aid mental wellbeing.</p>	<p>Undertake a comprehensive review of transport and PTU services and the continuation it makes to wellbeing, quality of life and sustainability.</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>New solutions for home to school transport will give communities the ability to contribute to the way in which they are connected and safe with the introduction of the choice in transporting children themselves.</p>	<p>Undertake a comprehensive review of transport and PTU services and the continuation it makes to wellbeing, quality of life and sustainability</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>Collaborative contract provision with cross border working and better choices for parents should lead to a reduction in vehicles and carbon emissions which will contribute to the global well being</p>	<p>Undertake a comprehensive review of transport and PTU services and the continuation it makes to wellbeing, quality of life and sustainability</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 language will be promoted with all application forms and signage on vehicles available bi lingually.</p>	<p>Undertake a comprehensive review of transport and PTU services and the continuation it makes to wellbeing, quality of life and sustainability</p>
<p><b>A more equal Wales</b> People can fulfil their potential no</p>		



Page 297

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
matter what their background or circumstances		

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The sustainability of home to school transport for the future needs to be a mix of interventions and this proposal introduces new ways of delivering transport which will make it more sustainable in the future</p>	<p>N/A</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The DPS has been developed with four councils , Monmouthshire Newport Torfaen and Blaenau Gwent which shows our ability in working together with partners. This will reduce administration and make the service more sustainable moving forward</p>	<p>N/A</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The proposal has been developed in consultation with other local authorities, internal officers SLT &amp; Cabinet Member and external bus and taxi operators.</p>	<p>A transport day will be held to liaise with driver's operators and volunteers.</p>



Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Prevention</b> Putting resources into preventing problems occurring or getting worse</p>	<p>The interventions will contribute to the sustainability of home to school transport for the future. Amid rising costs for transporting children and an increase in ALN provision</p>	<p>Ongoing liaison with parents, schools and operators to ensure that the best solutions are agreed.</p>
 <p><b>Integration</b> Considering impact on all wellbeing goals together and on other bodies</p>	<p>In bringing together proposals this should lead to better integration of services and should improve transport solutions for parents schools and the authority.</p>	<p>N/A</p>

Page 299

**174. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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 Impact		

<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>
Disability	Better choice of transport solutions for ALN Pupils and parents		
Gender reassignment	No Impact		
Marriage or civil partnership	No Impact		
Pregnancy or maternity	No impact		
Race	No impact		
Religion or Belief	No Impact		
Sex	No impact		
Sexual Orientation	No impact		
Welsh Language	Signage and forms available bi -lingually		

**175. 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 Personal transport budgets will have a positive impact on safeguarding children as they will have the option to be transported by parents in a safe environment. Safe recruitment of staff and level 1 safeguarding training for all drivers and escorts will have a positive effect on safeguarding	No Negative impact	Driver and Escort training to level 1 safeguarding and positive behaviour training where required
Corporate Parenting	Level 1 safeguarding training and positive behavior training for drivers and escorts will be a positive impact on safeguarding children and vulnerable adults	No Negative impact	As above

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

Evidence of current spend on home to school transport :  
 DPS developed in collaboration with three other authorities and best practice from each collaborated and used to inform terms and conditions of tender  
 Personal transport budgets have been introduced in another authority (RCT) and have proved successful as an alternative to contracted transport  
 Consulted with operators over payment terms and researched factoring which a number use to improve cashflow which has developed our proposal.

**177. 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 have a positive impact as they are introducing better choice in the ways in which home to school transport is awarded and should reduce the increase in costs relating to the current provision due to increase in ALN provision and the capacity of operators on the current framework. An increase in operators or the option to offer personal transport budgets , better payment terms and conditions and/or in house provision gives the authority a better scope in deciding what is best value moving forward.

--

**178. 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
Retender contracts via DPS	April to July 18	PTU Manager	Ongoing
Introduce Personal Transport Budgets and better payment terms for operators	April 18 onwards	PTU Manager	Ongoing
Route optimization	Feb to April 18	PTU Manager	Ongoing

**179. 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:	October 2018 to SLT & Cabinet
--	-------------------------------

**180. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Budget Mandate, SLT Cabinet ,Scrutiny and Council		

Page 302



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<b>Name of the Officer</b> completing the evaluation Debbie Jackson  <b>Phone no:</b> 01291 691315 <b>E-mail:</b> debbiejackson@monmouthshire.gov.uk	<b>Proposal Name:</b> <b>Transport Review &amp; Installation of Telematics into remainder of the Fleet</b>
Page 30	<b>Please give a brief description of the aims of the proposal</b> “Review of Transport” to ascertain whether the Council’s vehicle fleet is of the requisite size to support the relevant services, and how much the fleet is used compared with its availability. Installation on telematics in the remainder of fleet, which will aid with the improved utilization and suitability of the vehicles, which will deliver significant environmental benefits through reduced CO2 emissions, and generate future financial savings for the authority, and lead to optimization of the vehicles which will achieve increased productivity.
<b>Name of Service</b> Transport	<b>Date Future Generations Evaluation</b> form completed 08/02/2018




***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***

**181. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A prosperous Wales</b>	The positive impact of a strategic review of	N/A

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
Efficient use of resources, skilled, educated people, generates wealth, provides jobs	current vehicle usage will hopefully increase and optimize that usage in order to reduce vehicle numbers, resulting in less Co2 emissions.	
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	A Fleet Review will aid in measuring how sustainable the current authorities transport operation is and identify how to reduce emissions, fuel costs and save money in the future. Advise which vehicles could be replaced with a lower carbon alternative that will reduce fleet costs and lower emissions.	N/A
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	A reduction in air pollution and noise levels can have a positive effect on our Health & Wellbeing, improving people's health by improving air quality.	N/A
<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	Telematics systems aid in monitoring driver behaviour i.e. excessive idling, harsh braking/acceleration, speeding, which will lead to fuel savings and lower emissions.	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	Signage on all vehicles to be bi-lingual.	N/A
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	N/A N/A	N/A

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Long Term – our aim is to have a sustainable fleet of vehicles. We are trying to reduce operating costs, increase productivity, increase fuel efficiency, strengthen compliance, reduce at fault accidents, reduce Co2 emissions and improve customer services, and details of funding opportunities that may be available for green fleet technology (<i>but within a cost effective outcome</i>);</p>	<p>N/A</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Possible Collaborative opportunities for purchasing of vehicles in the future with neighboring authorities.</p>	<p>N/A</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Relevant Sections contacted (users of telematics systems) to advise that we are looking to carry out a procurement exercise whereby we want to consolidate the existing tracking providers, for consistency, increased opportunities from data received, and a view to make financial savings. Engagement sessions held In June 2017 with various sections. Transport staff advised of the “Review of Transport &amp; Installation of Telematics.</p>	<p>Outcomes to be discussed with all involved.</p>

Page 305

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Prevention</b></p> <p><i>Putting resources into preventing problems occurring or getting worse</i></p>	<p>With the continual rise in worldwide fuel prices it's more important than ever for businesses to be able to monitor the way fuel is used by individual drivers as well as the entire fleet of vehicles.</p> <p>The fuel efficiency reports calculate the MPG of each of our vehicles making it easy to pinpoint vehicle inefficiency (this enables us to have informed decisions going forward on the type of vehicle that we procure in the future) and challenge drivers who may need training in more effective driving practices.</p> <p>Electric Vehicles – Studies show that these types of vehicles emit significantly less greenhouse gases over their lifetime than diesel engines.</p>	
 <p><b>Integration</b></p> <p><i>Considering impact on all wellbeing goals together and on other bodies</i></p>		

**183. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)**



<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	No Impact		
Disability	No Impact	If electric vehicles are introduced more widely, there can be negative impacts on the visually impaired who can't hear the vehicle.	Consideration will be given to installing devices to make a noise on electric vehicles.
Gender reassignment	No Impact		
Marriage or civil partnership	No Impact		
Pregnancy or maternity	No Impact		
Race	No Impact		
Religion or Belief	No Impact		
Sex	No Impact		
Sexual Orientation	No Impact		
Welsh Language	Signage on the Vehicles	N/A	N/A

Page 307

**184. 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>

<i>Safeguarding</i>	No impact		
<i>Corporate Parenting</i>	No impact		

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

We currently operate a Telematics System in a third of the Transport utilised across Monmouthshire County Council. Our intelligent Fleet tracking system assists us in reducing fuel consumption will in turn reduce our fleet's emissions.

Installation on telematics in the remainder of fleet, which will aid with the improved utilization and suitability of the vehicles, which will deliver significant environmental benefits through reduced CO2 emissions, and generate future financial savings for the authority, and lead to optimization of the vehicles which will achieve increased productivity.

At present we have installed Speed Limiters fitted to a number of vehicles. They limit the maximum speed of a vehicle by restricting the fuel supply to the engine. Speed limiters are also designed to reduce accidents We operate a Green Car Scheme (Salary Sacrifice scheme for MCC employees, with vehicles of 120, CO2 emissions or below.

We operate four electric vehicles (Community meals) which have proved successful and are currently trialling electric vehicles in the Waste and Highways Section

Page 308

**186. 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?**

A Fleet Review will aid in measuring how sustainable the current authorities transport operation is and identify how to reduce emissions, fuel costs and save money in the future, benefitting the environment and health. There will be a positive impact on the residents of Monmouthshire County Council, and the proposal will contribute to the Budget Savings Proposal.

**187. 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>

--	--	--	--

**188. 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:	
--	--

**189. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	<i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinetetc</i>		<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<b>Name of the Officer</b> completing the evaluation  <b>Phone no:</b> <b>E-mail:</b>	<b>Proposal Name:</b> Expanding Raglan Training Centre
Page 3 <b>Name of Service</b> Business Transformation	<b>To refocus and develop our training offer through expansion of opportunities offered through Raglan Training Centre. To manage and foster confidence in succession planning. To implement a comprehensive apprenticeship training scheme for the whole authority. To have a more progressive approach to succession planning and create a hub for colleague support, development and learning in the Operations field and beyond. To advertise and market the centre for external work.</b>  <b>Date Future Generations Evaluation form completed</b> 08/02/2018

***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***



**190. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A prosperous Wales</b>	Key focus on upskilling and development of staff.	Engagement with staff to understand service

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Potential to create new apprenticeship opportunities and generate wealth through which to sustain services.	need and opportunities for development. Engagement with the market to understand opportunities for income generation and expansion. Embed process of change and expansion within wider activity to create more value around our Depot sites/ Operations services and engage the workforce on the issues that matter to them
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	No impact	N/A
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	People feel valued and have opportunities to release their potential through tailored learning and development programmes. Helping to develop skills and competencies and where relevant, re-skill and up-skill.	Ongoing staff engagement, surveys and link into wider whole-authority people development work. To enable and empower staff to further, develop their own ideas and proposals that could contribute to the long-term success of the RTC.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Ensuring our workforce have the skills, behaviors and competences to serve the public to the best of their abilities, makes a contribution to the look, feel and connectedness of our communities. This is seen particularly through the deployment of Operational Services such as Waste, Streetscene, Grounds Maintenance, Street Cleaning and Highways.	Effective monitoring of spend to reduce additional costs
<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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<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	All of our operational workforce will be given opportunities to engage in personal betterment through learning, training and development.	Promote accessibility and ensure the training and development opportunities are tailored, where required, to individual needs and issues in order that there are no barriers to entry.

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p>	<p>Our proposal aligns with the Future Monmouthshire principle that focuses on keeping our services going now, through more effective use of resources, to enable us to grow service models that are fit for the future. Greater focus on succession planning and creating new flexible employment opportunities for future generations</p>	<p>Should the expansion be successful beyond these initial projections, scope might exist to further develop the case to build a business case for greater activity and opportunity.</p>
 <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>	<p>Working with neighboring authorities and other partners to share best practices and develop knowledge transfer and good practice.</p>	<p>Ensure that primarily, our focus remains on developing our own workforce ensuring we build sustainability and resilience.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The proposal has had high levels of staff input and the proposal itself relates to an opportunity to develop skills and capabilities in order to grow and reinvest in developing the confidence of our workforce.</p>	<p>Ensure that staff are given the opportunity to lead change and be part of what is created.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Staff need to feel valued and to know their contributions are valid. This proposal creates a means of investing in their skills and knowledge and developing income generating models, the proceeds of which can be reinvested in problem identification and solving.</p>	
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>We will explore all opportunities that may arise to share models and services with neighbouring authorities, with the potential to integrate services, i.e. a regional agency/skills resource.</p>	

Page 313

**192. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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	Increased flexible employment opportunities, not only for young people but also for older generations that may be interested in more flexible working patterns	Accessibility can often present a barrier to learning and development.	To ensure everyone has the opportunity to take part and to be part of shaping proposals. To ensure facilities and physically accessible and that open conversations are had about other barriers that present in order that we continue to build awareness of the issues and challenges which cause barriers to entry/ participation for some.
<input checked="" type="checkbox"/> Disability <input checked="" type="checkbox"/> Gender <input checked="" type="checkbox"/> Reassignment <input checked="" type="checkbox"/> Marriage or civil partnership <input type="checkbox"/> Pregnancy or maternity <input type="checkbox"/> Race <input type="checkbox"/> Religion or Belief <input type="checkbox"/> Sex <input type="checkbox"/> Sexual Orientation <input type="checkbox"/> Welsh Language	There are no additional protected characteristic impacts within this proposal as any opportunities created will be open to all and continued stakeholder engagement will enable all those effected to be part of any proposed changes.		

**193. 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	Training and awareness on safeguarding will be a part of this proposal, recognizing that safeguarding is everyone's business.		
Corporate Parenting			

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

Review of current and previous year's agency spend. Market research, engagement with potential partners and the workforce.

Page 315

**195. 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 positives of these proposals are more effective use of resources and flexible employment opportunities. The potential negative impact is a reduction in staff morale if they are not engaged in this service transformation in the way envisaged. Care must be taken to keep conversations open and ongoing and to provide opportunities for people to engage, recognizing the implicit and explicit barriers to entry that often exist. It is clear that beyond data and evidence, staying in tune with the organizations needs and aspirations is critical.

**196. 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
If proposal is accepted we will commence the actions outlined in the proposal and engage with colleagues	2018/19		

**197. 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.

Page 316

The impacts of this proposal will be evaluated on:	Continued monitoring to ensure costs are reduced and that expected opportunities are being developed.
--	---

**198. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Budget proposal		



monmouthshire  
sir fynwy

## Future Generations Evaluation ( includes Equalities and Sustainability Impact Assessments)


<p><b>Name of the Officer</b> completing the evaluation Mark Howcroft</p> <p><b>Phone no:</b>01633 644740 <b>E-mail:</b>markhowcroft@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b> <b>Present capital budget proposals for consultation</b></p>
<p><b>Name of Service</b> Whole authority</p>	<p><b>Date Future Generations Evaluation</b> form completed 03/11/17</p>





Page 31  
99. 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>Local resources will be engaged to deliver the projects in the programme</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><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</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	Investment in Future 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.	

**200. 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>	Building Future schools will benefit children and communities for future generations	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <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 Future Schools will positively impact on the teaching environment</p>	

**201. 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 and DFG budgets have been maintained		
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

**202. 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		
Corporate Parenting			

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

Previously determined policy in respect of the priority of investing in future schools. There have been no major changes to the proposals presented here.

Page 321

**204. 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 future schools is expected to have a benefit for children and communities for future generations

**205. 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 322

**206. 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
--	--



# Monmouthshire Budget 18/19 Engagement Feedback



monmouthshire  
sir fynwy



# Talk to Us – Engagement Forum

Friday 19<sup>th</sup> January 2018 the Talk to Us Engagement Forum took place. The meeting encouraged individuals and groups from a variety of groups across Monmouthshire including:

- Monmouth 50+
- Monmouthshire People First
- Abergavenny 50+
- Age Cymru
- Gwent Association of Voluntary Organisations

The meeting provided an opportunity for those present to hear about the Budget proposals and gain information on the Monmouthshire Wellbeing Plan.



# Talk to Us – Engagement Forum

## Thoughts and feelings.....

### Spending on Adult Social Care

- Concerns about the reduction in money for adult social care
- Concerns - volunteers and transporting people who are disabled
- Commissioning for services needs to be clearer

### Council Tax / Business Rates

- Why is Council Tax so low compared to other authorities
- Business Rates need to be reduced to encourage more new businesses to come to start up in Monmouthshire

### Transport

- Improve bus services
- Improve timetables they need to be kept up to date
- Bus Shelters – waterproofing

### Highways

- Belgrave Road Abergavenny – roads need resurfacing.

# Talk to Us – Engagement Forum

## Thoughts and feelings.....

‘Good to hear from Julie Boothroyd. Answered questions on the Social Services Bill.’

‘So much information, was confusing. Could it be condensed to something shorter and clearer? The direct answers from the floor were good.’

‘Interesting – Some of it I did not understand! But I did learn some useful information.’

‘Well presented and easy to understand. Could not understand why council tax is so much lower than Blaenau Gwent when it is clearly a more deprived area.’



‘I think an honest and depressing presentation, lets hope that my personal pleas will be acted upon.’

# Your Future Your Way – Young People Forum

Thursday 25<sup>th</sup> January 2018 Your Future Your Way young people engagement day took place. The meeting encouraged young people from the following secondary schools:

- **Monmouth School**
- **King Henry VIII School, Abergavenny**
- **Caldicot School**
- **Monmouthshire Youth Service**

Page 327

The event took place at the Caldicot Choir Hall and provided an opportunity for young people to discuss:

- **The Budget proposals debate**
- **Monmouthshire Well-being Plan**
- **Happiness Pulse Survey**



Due to an increase in social care budgets, particularly in adult social care do you think we should spend more money on older people?

Page 328

Do you think this is fair?  
What do you think of this?

‘No...There won’t be enough for younger people who live longer’



‘No..Older people die sooner’

‘It should be spent equally’

Is it a good idea to spend money on building new schools?

- What do you think of this?
- Do you think this is fair?

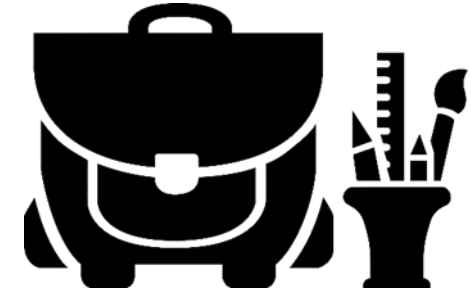
Page 329

'Yes, better facilities, everything is together and attracts more young people and safer.'

Majority of young people agreed!

'No, we need good teachers – not just buildings.'

No Some money could be better used e.g. we have smart boards – but some of the teachers don't know how to use them.



## Do you agree MCC should we pay the Living Wage?

- What do you think of this?

Page 330

Yes, if we don't pay the living wage more people would claim benefits, people wont be able to survive.

Yes, but it depends on the job



No, shouldn't get paid more than they would in a private sector role

No, it would cost too much

Majority  
Agreed

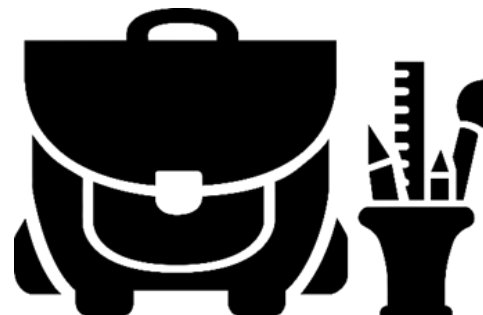


Would you prefer better school building and basic technology or same buildings with super - hi tech technology?

Page 331

Yes, good equipment will motivate people and help them into employment

Yes, IT in schools is bad ( It takes too long to render a film)

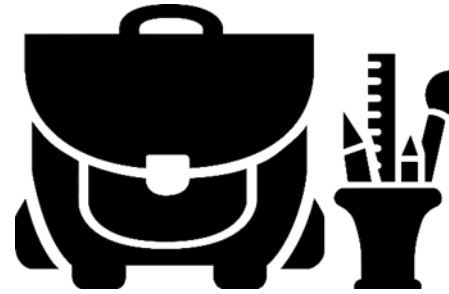


50% Agree  
50% Disagree

No, a good environment helps with learning

Do you think we need to spend more on education?

90% Agree  
10% Disagree



'We could teach more subjects which would lead to more job opportunities need to teach a wider 'curriculum for life'

Page 332

'Yes, IT is inadequate we need more technicians'

'Yes, good equipment will motivate people and help them into employment'

'No, we Need to learn from education in other countries'

If you were a councillor for a day and you had a budget of £149 million how would you spend it?

Page 333

Share between schools, hospitals and hospices

Need to ask everyone not just young people

Not enough accommodation for young people



This page is intentionally left blank

## REPORT

<b>SUBJECT:</b>	<b>Revenue and Capital Budget 2018/19– Final proposals following public consultation</b>
<b>MEETING:</b>	<b>Cabinet</b>
<b>DATE:</b>	<b>28<sup>th</sup> February 2018</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>ALL</b>

### 1. PURPOSE:

- 1.1 To update Cabinet with the consultation responses to the budget proposals issued by them on the 22<sup>nd</sup> November in respect of the Capital and Revenue budgets.
- 1.2 To update members with implications arising from the Final 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 2018/19.
- 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 2018/19 revenue budget as attached in **Appendix I**.
  - The 2018/19 to 2021/22 capital programme as attached in **Appendix J1**.
- 2.2 Cabinet endorses a forward recommendation to Council to changes in the capital programme highlighted in para 3.17 below, and specifically to allow a contribution of £1.487m to be paid from existing capital programme before the end of 2017-18.
- 2.3 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 and to apply for County purposes in 2018/19
- 2.4 That Cabinet approves redirection of earmarked reserve funding from the Treasury Equalisation reserve to the Priority Investment reserve of £155,000 to enable future policy priorities.
- 2.5 That Cabinet approves the necessary saving proposals, notes the movements anticipated in respect of earmarked reserves during 2018/19 culminating in a forecast earmarked reserve balance of £4.95 million at the end of 2018/19.

- 2.6 That Cabinet recommends Council to dispose of assets identified in the exempt background paper at best value.
- 2.7 That Cabinet considers the Responsible Financial Officer's report on the robustness of the budget process and the adequacy of reserves issued under the provisions of the Local Government Act, 2003.
- 2.8 That Cabinet adopts the Responsible Financial Officer's report on Prudential Indicators.
- 2.9 That Cabinet approves the following:
  - Further work is undertaken to develop a balanced Medium Term Financial Plan (MTFP) over the 3 year period 2019/20 to 2021/22.
  - 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 22<sup>nd</sup> November 2017 thereby allowing a period for consultation and scrutiny. The proposals were considered by the Children's and Young People Select Committee, Strong Communities Select Committee, Adult Select Committee, and Economy and Development Select Committee, the Schools Budget Forum and the Joint Advisory Group (JAG). A Joint Select is proposed to be held on 27<sup>th</sup> February 2018 to consider the Councils response (savings) to the additional pressures identified during the budget process (most notably recurring overspends arising from month 7 revenue budget monitoring and the notification of APT&C pay award for 2018-19). Extracts of the draft minutes from the Committees where available are included as **Appendices A/1 to A/6** respectively and a summary of the engagement comments are included in **Appendix A/7**.
- 3.2 As might be expected, responses to consultation varied, however there have been no strong objections made to the overall shape of the budget proposals. There were however a number of questions clarified via the Select Committee meetings and other consultation meetings. In terms of public engagement the use of social media as a mechanism for sharing information and getting feedback has continued, however there has been a low level of response this year.
- 3.3 In terms of issues being raised which seek to affect the budget proposals specifically, there are no recommendations. The process in general has worked well, with thorough debate having taken place at the individual Select Committee Meetings. There was concern from some Members that some of the proposals lacked the detail necessary for them to form a view. However, there is acknowledgement that the Joint Select meeting presented an opportunity for the proposals to be aired and scrutinised, as opposed to being agreed, which is a matter for full Council. The Joint Select meeting enabled discussion and challenge of the priorities across the range of services and therefore scrutiny of the budget.
- 3.4 On capital account, general support was expressed about the need to continue to invest in 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.

## FINAL SETTLEMENT

- 3.5 The final settlement was announced on the 20th December 2017. The Local Government settlement was announced with an overall small increase (after adjusting for transfers) across Wales of 0.2%. For Monmouthshire the final settlement has delivered a decrease in the Authority's Aggregate External Finance (AEF) of 0.5% after taking into account transfers into the settlement. Across Wales settlements varied from a 0.5% reduction in Monmouthshire (and others) to 0.9% increase in Cardiff.
- 3.6 When the MCC final settlement is compared to the provisional settlement, the Authority is better off by circa £269k. The main adjustment to our AEF resulted from a contribution to affording the reduction in social care contributions fees from individuals caused by their increase in capital allowances. This contribution will not be sufficient to cover the full effect of the national policy change, so revisions to pressures have also been necessary.
- 3.7 A table showing each authorities position resulting from the final settlement is included at **Appendix B** to this report. Monmouthshire remains at the bottom of the table in terms of AEF per head of population.
- 3.8 The final settlement also only included the notifications of some specific grants at an all Wales level. There are still a number of grant announcements to be made and this position is extremely disappointing as it makes planning for next year's budget even more difficult. The Single Revenue Grant has been notified at an all Wales level, indicating a 6.7% reduction in the grant and this has been factored into the Waste budget pressure for next year. The current position on grants is included in **Appendix C**.
- 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 the slightly better 2017/18 settlement will not be repeated in future years. The MTFP for 2018/19 onwards continues to factor in funding reductions of 2.6% then 1.8%, so that planning can be undertaken on a prudent basis. 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.

## BUDGET PROCESS CONTEXT

### REVENUE BUDGET

- 3.10 Consequent to Cabinet's budget consideration on 22nd November 2017, proposals went on circulations indicating a need to close a £4.8 million gap with an unfunded gap of £243k still needing to be found. The budget at that time included £3.5 million of pressures and £2.8 million of saving proposals. Work has continued to develop further proposals and revise the existing savings and pressures in the light of further engagement and analysis. All the proposals are available as part of this budget report, and summary details are included in **Appendix D** and **E**, with details of specific individual savings proposals also captured by Directorate in **Appendix E**.

### 3.11 Summary Movements

<b>Pressures</b>	<b>Amount</b> <b>£'000</b>
<b>Resultant engagement totals consequential 22<sup>nd</sup> November Cabinet</b>	<b>3,455</b>
<b>Revisions and additions in intervening period</b>	<b>2,120</b>
<b>Total</b>	<b>5,575</b>

<b>Savings Proposals</b>	<b>Amount</b> <b>£'000</b>
<b>Resultant engagement totals consequential 22<sup>nd</sup> November Cabinet</b>	<b>(2,767)</b>
<b>Revisions and additions in intervening period</b>	<b>(2,294)</b>
<b>Total</b>	<b>(5,061)</b>

### 3.12 Updated Capital MTFP and interest rates

The updates to the Capital MTFP outlined below, together with a review of the forecast interest rates for borrowing in 2018/19 have resulted in the creation of some headroom in the Appropriations budget £396k, that have been utilized in the savings above in assisting in revenue budget setting rather than facilitating enhancement of capital programme. Key to this saving is two amended financial planning assumptions

- the introduction to formally plan for a degree of slippage to capital programme (£6m), which whilst not unreasonable given past activities by service managers, should they collectively spend at levels approved by Members annually, this will introduce an extra volatility to revenue budget.
- An increase in use of recurring short term borrowing rates rather than fixed (longer term) borrowing, which pushes the use of short term variable borrowing instruments above 50%, and which necessitates a change to Treasury strategy indicators utilized. Treasury advisors are comfortable with a revised maximum 55:45 proportion, amending the traditional 50:50 proportion.

Members may also note, given the balance of Treasury Equalisation reserve, a budget decision is proposed to redirect £155k to priority investment reserve to afford the reserve funding consequences of ADM report presented to Council on 15<sup>th</sup> February 2018.



## Council Tax

- 3.13 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 and to apply for County purposes in 2018/19, reverting to 3.95% increase in each of the subsequent 3 years.

## OVERALL REVENUE BUDGET POSITION

- 3.14 The current revenue position for each of the next 4 years is included in **Appendix I**. The proposed position for 2018-19 specifically is,

Services	Indicative Base 2018/19
	£000
Children & Young People	50,164
Social Care & Housing	45,344
Enterprise	11,013
Resources	7,206
Chief Executive's Unit	15,415
Corporate Costs & Levies	22,028
<b>Sub Total</b>	<b>151,170</b>
Transfers to reserves	224
Transfers from reserves	(1,363)
Treasury	7,782
<b>Appropriations Total</b>	<b>6,643</b>
<b>Total Expenditure Budget</b>	<b>157,812</b>
Aggregate External Financing (AEF)	(93,268)
Council Tax (MCC)	(50,907)
Council Tax (Gwent Police)	(10,960)
Council Tax (Community Councils)	(2,676)
Contribution to/(from) Council Fund	0
<b>Sub Total Financing</b>	<b>(157,812)</b>
<b>(Headroom)/Shortfall</b>	<b>(0)</b>

## CAPITAL BUDGET

- 3.15 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 the future schools programme, such that members have agreed for any new priorities needing to meet one of two conditions,

- Either the new project replaces an existing priority
- Or it is demonstrably self-financing

- 3.16 The final settlement saw no change to the anticipated funding included in the draft capital MTFP budget proposals.

- 3.17 There are two main changes to capital programme since November 22<sup>nd</sup>.

- Cardiff Capital Region City Deal Regional Cabinet have proposed a changed profile of Local authority contributions. They will still fall due over the next 10

years, but the change in profile introduces a brought forward treasury cost over next 4 years from that originally proposed. The additional capital consequence during this next MTFP window is included in the table below and the funding consequence of this has been added as a pressure to Revenue MTFP (£90k in 2018-19).

	Original profile of Contributions	Recently Revised Profile
2017-18	0	1,487,000
2018-19	83,000	1,088,000
2019-20	482,000	311,000
2020-21	472,000	311,000
2021-22	729,000	489,000

- The inclusion of £400k to support an ICT equipment refresh programme at King Henry VIII secondary school and Chepstow Comprehensive School, initially afforded through reducing the J block accommodation project budget, which has been left in the capital programme, and the funding for which will be reviewed once cost certainty of that scheme is available.

3.18 The Summary Capital MTFP is shown in **Appendix J1**. There remain significant pressures of a capital nature that cannot be afforded within the capital MTFP and these are outlined in **Appendix J5**.

3.19 **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, is in part 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

3.20 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 2017/21 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

3.21 The level of the general reserve at £7.1m million, subject to 2017-18 year end, but at present it is within the range of 4-6% of net revenue budget and considered to be at a prudent level. The final revenue budget proposals do not include a requirement to use any of the general reserve to balance the budget in 2018/19. The total planned earmarked reserve utilization in support of the 2018/19 revenue and capital budget is £1.321million. **Appendix H1** shows the call on and contributions to reserves for the 2018/19 budget and **Appendix H2** shows the reserve balances projected for the medium term. Total planned reserve utilization in support of current year revenue and capital

budgets means that by the end of 2017-18 the balance of earmarked reserves is likely to be £6.27 million. The further call in 2018/19 means that the earmarked reserves will fall to £4.95 million. In addition the Priority Investment reserve will need to be replenished to fund any future projects identified as going forward. It should be noted that this reduces the flexibility the Council has in meeting the challenges of scarce resources going forward.

- 3.22 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**.
- 3.23 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 of 1<sup>st</sup> March 2018.

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

- 3.24 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.
- 3.25 The Council has responded to these issues by building considerations of equality, diversity and sustainability into the planning and delivery of its 2018/19 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.
  - Enabling the Council’s Cabinet Members to consider initial savings proposals with the benefit of the FGEs in December 2016, 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 March 2017, 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 2017/18 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 2018/19, 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 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

Final Local Government Settlement  
The CIPFA Prudential Code for Capital Expenditure

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

Mark Howcroft – Acting Head of Finance

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

Tel: 01633 644740

Email: [markhowcroft@monmouthshire.gov.uk](mailto:markhowcroft@monmouthshire.gov.uk)

## Appendices

- A/1 Minutes of Economy and Development Select committee – 30<sup>th</sup> November 2017
- A/2 Minutes of Children and Young People Select Committee – 7<sup>th</sup> December 2017
- A/3 Minutes of Adults Select Committee – 10<sup>th</sup> January 2018
- A/4 Minutes of Strong Communities Select Committee – 11<sup>th</sup> January 2018
- A/5 Draft Minutes of Schools Budget Forum – 18<sup>th</sup> January 2018
- A/6 Minutes of JAG on 30<sup>th</sup> January 2018
- A/7 Summary of Engagement Feedback
- B Final Settlement Data
- C Specific Grants
- D Summary of Evidence Based Pressures
- E Summary of budget proposals
- E/1 Children & Young People Proposals
- E/2 SCH Proposals
- E/3 Resources Proposals
- E/4 Enterprise Proposals
- E/5 CEO & Operations Proposals
- E/6 Financing Proposals
- F Responsible Financial Officers Opinion
- G Prudential Indicators
- H/1 Use of reserves for Revenue Budget Purposes
- H/2 Reserve Balances
- I Revenue Budget Summary
- J/1 Capital Budget Summary
- J/2 Schools Capital Budget Summary
- J/3 Capital Receipts Summary
- J/4 Receipt Risk Factors
- J/5 Capital Pressures
- J/6 Capital Receipts (Exempt – supplied under separate cover)
- K Future Generations Evaluations

**PRESENT:** County Councillor P. Pavia (Chairman)  
County Councillor D. Blakebrough (Vice Chairman)

County Councillors: J. Becker, A. Davies, D. Dovey, M. Feakins and R. Roden

Also in attendance County Councillors: P. Murphy, V. Smith and S. Woodhouse

**OFFICERS IN ATTENDANCE:**

Kellie Beirne	Chief Officer, Enterprise
Peter Davies	Chief Officer, Resources
Mark Howcroft	Assistant Head of Finance
Cath Fallon	Head of Enterprise and Community Development
Deb Hill-Howells	Head of Community Led Delivery
Hazel Ilett	Scrutiny Manager
Richard Williams	Democratic Services Officer

**APOLOGIES:**

County Councillors B. Strong and A. Watts

**1. Declarations of Interest**

There were no declarations of interest made by Members.

**2. Confirmation of minutes:**

**2.1. Economy and Development Select Committee - 19th October 2017**

The minutes of the Economy and Development Select Committee dated 19<sup>th</sup> October 2017 were confirmed and signed by the Chair.

**2.2. Special Meeting of the Economy and Development Select Committee - 26th October 2017**

The minutes of the special meeting of the Economy and Development Select Committee dated 26<sup>th</sup> October 2017 were confirmed and signed by the Chair.

**3. Public Open Forum**

There were no members of the public present.

**4. Medium Term Financial Plan 2018/19 to 2021/22 and Draft Budget Proposals 2018/19 for consultation**

**Context:**

- To highlight the context within which the Medium Term Financial Plan (MTFP) will be developed for 2018/19 to 2021/22.
- To agree the assumptions to be used to update the MTFP, and provide an early indication of the level of budget savings still to be found.
- To receive an update with the implications arising out of the provisional settlement announcement of Welsh Government.
- To consider the 2018/19 budget within the context of the four year Medium Term Financial Plan (MTFP) to be incorporated within the emergent Corporate Plan
- To receive detailed draft proposals on the budget savings required to meet the gap between available resources and need to spend in 2018/19.

### **Key Issues:**

The Select Committee scrutinised the Enterprise budget proposals, as outlined in the report, which related to the Enterprise Directorate.

### **Member Scrutiny:**

- The general reserve is made up of the Council fund reserve and school balances, which equates to in the region of £7million. In addition to this, the Council makes contributions to earmarked reserves for particular purposes.
- With regard to borrowing, the Authority uses a system called internal borrowing to avoid taking out extra loans that the Authority doesn't need. The only purpose of borrowing is to afford capital expenditure, which Council agrees annually.
- With regard to the Revenue Support Grant, it was noted that there is a distribution sub group and the Head of Finance sits on this group. Together with the other 22 authorities, the Group looks to work with Welsh Government and with the Welsh Local Government Authority (WLGA) to try and affect the distribution mechanism for the settlement that the Assembly has to remedy some of the issues. Rurality and deprivation are some of the issues being raised. The Authority only receives funding for deprivation in the sum of a few hundred pounds per annum, which does not reflect the pockets of deprivation that the Authority has. In order for the Revenue Support Grant formula to be altered, the 22 local Authorities would have to vote on this matter. However, it is unlikely that this will occur. Appendix 3 of the report refers to a letter that has been sent to Welsh Government by the Authority regarding the need for a more equitable distribution of the funding formula.
- Post Brexit, there will be changes. The money allocated to local authorities to help combat deprivation largely comes from European funding. This funding will not be available in the future. Therefore, the Authority will need to be more innovative in future.
- In response to a question regarding comparing the Authority's unit costs and performance with those of other Welsh Councils to understand where the greatest opportunity was to make further savings, it was noted that the Authority has to provide certain returns on the same basis as other Welsh Authorities. Monmouthshire's Unit costs are in the lowest quartile in terms of cost. Performance is also looked at. Data driven decisions are where Cabinet wants to get to.

- Closer scrutiny is welcomed with Members, as well as officers, receiving appropriate training when required.
- Future Monmouthshire is about the whole Authority working together, understanding the problems that we face and solving them, as an Authority.
- The new Cabinet report format has now strengthened aspects around options appraisal, evaluation and consultation.
- A Draft Commercial Strategy is being prepared with a view to the Select Committee having an opportunity to scrutinise the draft strategy in the new year.
- Staff cuts are being kept to a minimum. Staff are being set broader targets and are expected to contribute some ideas and thinking regarding how the Authority can solve issues affecting the Council.
- There is resource and good will within the town and community councils. We need to demonstrate, as a Council, that we are positively engaging with them collaboratively.
- By looking at the Authority's procurement procedure, this is an area where the Authority can make savings on spending.
- In response to a Select Committee Member's question regarding Council Tax payments being offered over a 12 month period, it was considered that this flexibility already existed. However, the Assistant Finance Manager stated that he would clarify the position and get back to the Member.
- The Council Tax proposal is 4.95% in 2018-19 reverting to 3.95% in each of the three subsequent years of MTFP.
- Robust business plans are required when investing public money with a view to generating income. There is also a need for robust scrutiny in these circumstances.
- The well-being of staff is important and the Authority has a duty of care to its staff. A staff survey was carried out earlier in the year which had not raised any significant concerns in terms of well-being of staff. Sickness and absence projections are indicating an improvement on last year. However, staff sickness relating to stress and psychological reasons is on the rise. This highlights the issues that the Authority is working to address. Health and well-being of staff is a priority for the Authority. Health and well-being events have been held over the County for staff to attend and attendance has been good.

**Committee's Conclusion:**

- The Select Committee has fully considered the budget assumptions, pressures and savings proformas affecting this Select Committee's portfolio area and acknowledges the challenges facing the Council in difficult financial times.
- The Select Committee is keen to work with senior officers in relation to procurement, given the potential savings to be made through examining the Authority's procurement procedures. Members



agreed that their continued scrutiny focus for 2018 would be on the procurement agenda in line with the 'Future Monmouthshire' programme.

- The Select Committee agreed to include scrutiny of the draft Commercial Strategy in its work programme, timescale being potentially in the New Year.

## **5. Draft Capital Budget Proposals 2018/19 to 2021/22**

### **Context:**

To scrutinise the proposed capital budget for 2018/19 and the indicative capital budgets for the three years 2019/20 to 2021/22.

### **Key Issues:**

#### **Capital Medium Term Financial Plan (MTFP) issues:**

- The four year capital programme is reviewed annually and updated to take account of any new information that is relevant.
- The major component of the capital MTFP for the next few years is completion of the Council's Tranche A Future schools programme. Colleagues are working through options in relation to a future Welsh Government Tranche B programme. No presumption has been made to add such costs into this next four year window as yet, as costs of proposals and their affordability are still to be established.
- As part of the 2017/18 budget setting process, Members identified five additional priorities that had not been costed at the time of budget setting, but for which they added an unhypothecated borrowing assumption of £500,000 per annum to the 2017/18 budget.
- During this year, some of those scheme costs have crystallised and the following indicates the related presumption within the capital programme together with an indication of the revenue consequences. In all cases an asset life of 25 years has been presumed:
  - Monmouth Pool – commitment to re-provide the pool in Monmouth as a consequence of the Future Schools Programme, £7.3 million project afforded by £1.9 million Future Schools Programme, £985,000 Section 106 funding, core treasury funding in the region of £835,000, and £3.58 million prudential borrowing afforded by the Leisure Service through additional income predictions.
  - Abergavenny Hub – commitment to re-provide the library with the One Stop Shop in Abergavenny to conclude the creation of a Hub in each of the towns. £2.3 million.
  - Disabled Facilities Grants – the demand for grants is currently outstripping the budget, work is being undertaken to assess the level of investment required to maximize the impact and benefit for recipients. Members ultimately chose to

put a one year commitment of £300,000 into the base capital programme in 2017/18.

- City Deal - 10 Authorities in the Cardiff City region are looking at a potential £1.2 billion City Deal. Agreement to commit to this programme is being sought across the region in January 2018 and would impact on the capital MTFP. The potential impact on individual authority budgets is currently being modelled in advance of decisions on specific projects and profiles in order for authorities to start reflecting the commitment in their MTFPs. The potential is for the 10 authorities to provide collectively £120 million over time, with individual contributions being reflective of populations. Monmouthshire's indicative liability during the forthcoming capital MTFP is likely to be:

Contributions predicted during forthcoming MTFP window:

Year	Amount
2018-19	£83,000
2019-20	£482,000
2020-21	£472,000
2021-22	£729,000

Contributions predicted following the MTFP window:

2022-23	£729,000
2023-24	£1,207,000
2024-25	£1,206,000
2025-26	£1,206,000
2026-27	£1,206,000

Total £7,320,000

MRP is presumed to start in the year after the contribution is made.

- J and E Block – the office rationalization programme is being considered to see if there is a solution that would enable the Magor and Usk sites to be consolidated, releasing funding to pay for the necessary investment to bring the blocks into use. The current presumption included in Treasury figures is £1.4million expenditure with MRP starting in 2020/21. No revenue savings from central accommodation or the Magor building have been presumed in the capital modelling, as those savings are unlikely to be realized until that building is vacated.
- A strategy that enables the core programme, Future Schools and the above schemes to be accommodated is being developed. Notwithstanding this, there will still remain a considerable number of pressures that sit outside of any potential to fund them within the Capital MTFP and this has significant risk associated with it. Cabinet has previously accepted this risk.
- The current policy is that further new schemes can only be added to the programme if the business case demonstrates that they are self-financing or the scheme is deemed a higher priority than current schemes in the programme and therefore displaces it.

In summary the following other issues and pressures have been identified:

- Long list of back log pressures – infrastructure, property, DDA work and public rights of way. None of these pressures are included in the current capital MTFP, but this carries with it a considerable risk.
- In addition to this, there are various schemes / proposals (e.g. Alternative Delivery Model for Leisure, Tourism and Culture Services, Tranche B Future Schools, any enhanced DFG spending, waste fleet vehicle replacement, community amenity site enhancement) that could also have a capital consequence, but in advance of quantifying those or having Member consideration of these items, they are also excluded from current capital MTFP.
- Capital investment required to deliver revenue savings – this is principally in the area of office accommodation, social care, property investment and possibly Additional Learning Needs. The level of investment is currently being assessed. However, in accordance with the principle already set, if the schemes are not going to displace anything already in the programme then the cost of any additional borrowing will need to be netted off the saving to be made.
- The IT reserve is depleted so funding for any major new IT investment is limited. Any additional IT schemes will need to either be able to pay for themselves or displace other schemes in the programme.
- Base interest rates were increased by 0.25% to 0.5% on 2<sup>nd</sup> November 2017. That pressure is more likely to be felt in the Revenue MTFP as it will increase the cost of borrowing over time. However, it may also impact adversely upon the viability of capital business case developments and their ability to demonstrate self-affordability. Given this very recent change, it hasn't been possible to fully work through the consequences in the initial revenue and capital MTFP. That will instead manifest itself through the budget setting process.

### **Member Scrutiny:**

- There are numerous opportunities to review the capital programme as it is presented to select committee meetings every time there are amendments to it.
- The only change to this capital programme is the inclusion of the £300,000 for disabled facility grants. It is currently fixed at £600,000 but this will be increased to £900,000.
- In response to a question raised regarding the effects that Brexit might have on the Capital Budget, it was noted that Welsh Government provides the Authority with an element of core capital funding in which the Authority can choose to spend on within its schemes, which equates to £2,000,000. However, it is not known whether this is European funding. With regard to the 50% funding that comes from Welsh Government in relation to the Authority's future schools aspirations, conversations around Tranche B have been held with Welsh Government and the consultation process is underway. There is unlikely to be any significant volatility to Monmouthshire's Capital Programme as a consequence of Brexit.
- With regard to the constitutional governance issues in respect of the City Deal, it was noted that there were some matters that needed to be finalised.

**Committee's Conclusion:**

The Select Committee had fully discussed the capital budget assumptions and priorities affecting the Select Committee's portfolio area, however had no specific recommendations to make in terms of the approach being adopted.

**6. Crick Road - Proposed disposal to Melin Homes****Context:**

To undertake pre-decision scrutiny on the proposal to sell Crick Road to Melin Homes to enable the construction of 285 residential units.

**Key Issues:**

Crick Road is a 10.95 ha site allocated within the Local Development Plan as a strategic development site. The site is owned by Monmouthshire Council and a third party.

Cabinet gave approval in June 2016 to enter into discussions with Melin Homes for the sale of this site on the basis that the development would support the creation of a cohesive community that has regard to its place and local context, whilst still observing the legal requirements that bind the Council when disposing of assets to achieve best consideration.

Council Officers and Melin Homes have been working collaboratively to design a scheme that has regard to its rural context, applies Poundbury principles, creates a sense of community and belonging and is underpinned by dementia friendly principles. The outcome is a design that will provide 285 homes, 71 of which will be affordable, embodies green infrastructure principles and has a mix of residential designs and scale. The houses for sale will be developed by Melin's trading arm, Now Your Home, with the remainder being retained and managed by Melin Homes.

Surveys have been commissioned to establish development constraints and abnormal development costs so that the residual land value could be calculated. To date, abnormal development costs have been identified in the region of £3,000,000 which relate to drainage, utilities, ground conditions and ecological issues. It is intended that as these costs are finalised, the parties will share in any savings on an equal basis.

Discussions are underway with the owners of the third party land on the basis of an equalisation agreement. This will reflect the net value of the site, less costs and the benefit then apportioned on the basis of the size of the land holding.

There is a Service need to re-provision a new dementia friendly residential care facility and this site has been identified as the preferred location. A separate report is being presented by Social Services to consider the business case for this proposal. However, it is worth noting that the design prepared has allocated 2.3 acres to the care facility. In the event that this does not proceed it is expected that the land will be incorporated within the residential scheme, subject to the necessary planning consents.

Provisional heads of terms have now been agreed which will be the subject of an independent valuation to determine that the terms meet the obligations of Section 123 of the Local Government Act.

## Member Scrutiny:

- Melin Homes will be paying the market value for the land and an external valuer has been appointed.
- In terms of the legality of the process, significant scrutiny has taken place and external advisers have been brought in to provide a level of assurance. Officers are comfortable that any obligations will not be breached.
- Section 123 requires that best price is obtained and not prescribe the method of obtaining that. Therefore, the Authority does not need to go and test in the open market but does need the independent scrutiny of the deal that has been agreed which has been tested via case law. Legal advisers are comfortable that the correct procedure is being followed.
- Other companies are interested in purchasing the site. However, market value is being obtained which will be a capital receipt that will be ring-fenced to the 21<sup>st</sup> Century Schools Programme.
- Melin is a long term partner and will remain on the site.
- The design is place shaping and has regard to its community.
- Subject to Cabinet consent on 6<sup>th</sup> December 2017 and that the Melin Board is in agreement with the Cabinet decision, public consultation will commence early in the new year. Planning permission is anticipated to be achieved around late spring / early summer of 2018 with work commencing at the end of 2018.
- The scheme, as currently proposed, does not include a G.P. surgery. The hub of the scheme will be the social services facility.
- A report will also be presented to Cabinet on 6<sup>th</sup> December 2017 regarding Severn View with a view to develop this scheme and to produce a full business case for it by the late spring of 2018.
- In response to questions raised regarding the risks involved with working with Melin Homes, it was noted that Melin Homes' trading arm is delivering a number of sites and have developed expertise. It has also developed its own supply network which has enabled them to build in some quantum and reduce the construction costs. The trading arm has employed people who have worked for PLCs and therefore have the same level of acumen and development skills that PLCs would have. Officers have attended all of the development meetings to ensure that the plans being prepared are being scrutinised. The arrangement is directly with Melin Homes and will share the benefit of any uplift payment. The 25% affordable homes will be achieved with Melin Homes. In the open market, this cannot always be guaranteed.
- The Capital receipt will be covered via a three phase payment. The first payment will be received at the point of exchange on the contract. Receipt of the remaining two payments has not yet been set.
- The design and community feel is breaking new ground. The scheme is very good for residents and for Monmouthshire as a whole.

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

- The Select Committee welcomes this approach which will deliver best community outcomes and provide a new dementia facility.

### **7. Presentation regarding the City Deal - Strategic Investment Proposal for Caldicot Town Centre**

Due to the extensive scrutiny of the draft budget proposals, we resolved to defer the presentation regarding the City Deal – Strategic Investment Proposal for Caldicot Town to the next meeting of the Economy and Development Select Committee.

### **8. Performance report 2017/18**

#### **Context:**

To scrutinise information on how the Council is performing in 2017/18 against nationally set performance indicators that are under the remit of Economy and Development Select Committee.

#### **Key Issues:**

The Council currently has an established performance framework which ensures that everyone is pulling in the same direction to deliver real and tangible outcomes. The framework was presented to the Committee in July 2017.

Performance data and information is essential to the Authority's performance framework to track and evaluate the progress being made. The performance data used comprises a range of nationally set performance frameworks across various services and locally set indicators that services have developed to evaluate their performance.

One important nationally set framework used to measure local authority performance is 'Public Accountability Measures' set by Data Unit Wales.

The indicators are benchmarked annually compared to other Councils in Wales and the latest quartile ranking from 2016/17 is included, where available and applicable. This quartile ranking was reported to full Council in September 2017 as part of the Stage 2 Improvement Plan 2016/17. Due to the nature of some indicators, data is only collated on a six monthly or annual basis. While there are some new indicators included as part of this set which have limited performance data available at this stage.

The Council is currently developing a Corporate Plan that will bring together a wide range of evidence, including from the well-being assessment and Council's well-being objectives and statement 2017, to set a clear direction for the Council along with the resources required to deliver it. Once completed the Corporate Plan will form the framework for future performance reporting.

#### **Member Scrutiny:**

- In response to questions raised, it was noted that performance indicator PAM/013 relates to empty homes brought back to use by direct action for the local Authority.

- In terms of leisure centres and comparability of performance indicator PAM/017 the report indicates that Monmouthshire's leisure centres are in the bottom quartile which is a comparison with other authorities in Wales.
- The Adults Select Committee is looking at the Homeless Strategy on 23<sup>rd</sup> January 2018.
- Officers are keen to improve the displaying of performance indicators on the County Council's website with a view to updating this information automatically and using technology to present this information. In terms of national information, there are a number of Welsh Local Government Association sites that also hold information, as well as the Authority.
- In terms of the Authority's Leisure Centre offer, it was considered that information on how the Authority is engaging with primary care providers in terms of increasing or enhancing the drive for social prescribing, would be beneficial to the Select Committee.

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

We resolved to receive the report and noted its content.

#### **9. List of actions arising from the previous meeting**

We noted the list of actions arising from the previous meeting. In doing so, the Scrutiny Manager informed the Select Committee that the first Procurement Workshop had been held and the notes of agreed actions had been circulated to Members. A report on the value of the National Procurement Service had also been sent to Members.

The workshop was a different style of working that was being trialled and was focussed and interactive which allowed officers to take forward key actions.

#### **10. Economy and Development Select Committee Forward Work Programme**

We resolved to receive and note the Economy and Development Select Committee Forward Work Programme. In doing so, the following points were noted:

- A seminar regarding a review of the Local Development Plan will be held in the Council Chamber this afternoon which will be hosted and led by the Economy and Development Select Committee. All Members have been invited to attend.
- The presentation regarding the City Deal - Strategic Investment Proposal for Caldicot Town Centre will be received at the January 2018 Select Committee meeting.
- A special meeting of the four select committees has been arranged to be held in December 2017 to scrutinise the Alternative Delivery Model.
- The Select Committee will meet with bordering English authorities in the new year to discuss cross border issues. However, there is preparation work that needs to be undertaken initially before this meeting takes place, i.e., to meet with the public to ascertain what the issues are.

**11. Council and Cabinet Business Forward Plan**

We received the Council and Cabinet Business Forward Plan and noted its content.

**12. Next meeting**

The next meeting of the Economy and Development Select Committee will be held on Thursday 25th January 2018 at 10.00am.

**The meeting ended at 1.06 pm.**



**PRESENT:** County Councillor M. Groucutt (Chairman)  
County Councillor L. Jones (Vice Chairman)

County Councillors: L. Brown, D. Jones, M. Lane, M. Powell, T. Thomas, J. Watkins and S. Woodhouse

Mr. M Fowler (Parent Governor Representative)

County Councillor P. Murphy, R. Harris and V. Smith attended the meeting by invitation of the Chair.

**OFFICERS IN ATTENDANCE:**

Will McLean	Chief Officer for Children and Young People
Claire Marchant	Chief Officer Social Care, Health & Housing
Mark Howcroft	Assistant Head of Finance
Roger Hoggins	Head of Operations
Sian Schofield	Data Analyst
Nikki Wellington	Finance Manager
Hazel Ilett	Scrutiny Manager
Richard Williams	Democratic Services Officer

**APOLOGIES:**

County Councillor P. Jones - Cabinet Member

Dr. A. Daly and Mr. K Plow

**1. Declarations of Interest**

There were no declarations of interest made by Members.

**2. Public Open Forum**

No issues were raised by the public.

**3. Confirmation of the following minutes:**

**3.1. Children and Young People Select Committee dated 26th October 2017**

The minutes of the Children and Young People Select Committee dated 26<sup>th</sup> October 2017 were confirmed and signed by the Chair.

**3.2. Special meeting - Children and Young People Select Committee dated 13th November 2017**

The minutes of the special meeting of the Children and Young People Select Committee dated 13<sup>th</sup> November 2017 were confirmed and signed by the Chair.

#### **4. Medium Term Financial Plan 2018/19 to 2021/22 and Draft Budget Proposals 2018/19 for Consultation**

##### **Context:**

- To highlight the context within which the Medium Term Financial Plan (MTFP) will be developed for 2018/19 to 2021/22.
- To agree the assumptions to be used to update the MTFP, and provide an early indication of the level of budget savings still to be found.
- To receive an update with the implications arising out of the provisional settlement announcement of Welsh Government.
- To consider the 2018/19 budget within the context of the four year Medium Term Financial Plan (MTFP) to be incorporated within the emergent Corporate Plan
- To receive detailed draft proposals on the budget savings required to meet the gap between available resources and need to spend in 2018/19.

##### **Key Issues:**

The Select Committee scrutinised the Children and Young People budget proposals, as outlined in the report, which related to the Children and Young People Directorate.

##### **Member Scrutiny:**

- Central Government funding is a net 0.5% reduction.
- Pay inflation - the likely pay award for next year is being agreed at 2%.
- There will be a need to review the vacancy factor figure which is currently at 2%.
- The Authority has historically had to pay significant sums of money to external foster care providers which has been difficult to budget for due to each child's differing circumstances. The Authority is therefore actively looking at all external placements to see if there is an internal provision that could be used, as long as it could be used successfully and ensuring the safeguarding and well-being of the individual child is maintained.
- The matter of Federated schools has been discussed previously within the Authority and with head teachers recently. There are currently 36 educational settings in Monmouthshire but in the future it is likely that there will be fewer than 36 head teachers across those schools. This will be a process of evolution whereby, as opportunities arise through natural turnover, the Authority will take advantage of these situations with a view to schools working more closely together.
- In response to questions raised regarding appendices 1, 2 and 3 of the report, it was noted that:

- The figures relating to the grants position as outlined in appendix 1 should be read in round millions and relate to the position for Wales.
- N/A in appendix 1 refers to information not available, as yet.
- Appendix 2 – Monmouthshire derives the lowest funding per head of population across Wales. The settlement works by looking at indicative service levels across the 22 local authorities in Wales and applying a formula. However, not all authorities provide services in the same way. Welsh Government states that this formula has been agreed by the 22 authorities and it will be for the 22 authorities to agree to an alternative way of preparing the formula funding.
- The funding flaw refers to Welsh Government and when it looks at those indicators it will then apply the formula comparing this year's settlement with the previous year. In trying to reduce the volatility Welsh Government has restricted the reduction to 0.5%.
- With regard to the implementation of the Additional Learning Needs (ALN) Bill, this is currently being worked on at Welsh Government.
- It is anticipated that the 'not applicable' (n/a) figures in the report will be available in due course and potentially before the end of December 2017.

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

On behalf of the Select Committee, the Chair thanked officers for presenting the report.

The Chair summed up by stating that the Authority remains in difficult times, which will likely continue. However, it was noted that Cabinet, in considering this report, has taken positive steps to help in terms of the blue badge scheme, school breakfasts and additional resources to help schools with new examinations.

### **5. Draft Capital Budget Proposals 2018/19 to 2021/22**

#### **Context:**

To scrutinise the proposed capital budget for 2018/19 and the indicative capital budgets for the three years 2019/20 to 2021/22.

#### **Key Issues:**

#### **Capital Medium Term Financial Plan (MTFP) issues:**

- The four year capital programme is reviewed annually and updated to take account of any new information that is relevant.
- The major component of the Capital MTFP for the next few years is completion of the Council's Tranche A Future schools programme. Colleagues are working through options in relation to a future Welsh Government Tranche B programme. No presumption has been made to add such costs into this next four year window as yet, as costs of proposals and their affordability are still to be established.

- As part of the 2017/18 budget setting process, Members identified five additional priorities that had not been costed at the time of budget setting, but for which they added an unhypothecated borrowing assumption of £500,000 per annum to the 2017/18 budget.
- During this year, some of those scheme costs have crystallised and the following indicates the related presumption within the capital programme together with an indication of the revenue consequences. In all cases an asset life of 25 years has been presumed:
  - Monmouth Pool – commitment to re-provide the pool in Monmouth as a consequence of the Future Schools Programme, £7.3 million project afforded by £1.9 million Future Schools Programme, £985,000 Section 106 funding, core treasury funding in the region of £835,000, and £3.58 million prudential borrowing afforded by the Leisure Service through additional income predictions.
  - Abergavenny Hub – commitment to re-provide the library with the One Stop Shop in Abergavenny to conclude the creation of a Hub in each of the towns. £2.3 million.
  - Disabled Facilities Grants – the demand for grants is currently outstripping the budget, work is being undertaken to assess the level of investment required to maximize the impact and benefit for recipients. Members ultimately chose to put a one year commitment of £300,000 into the base capital programme in 2017/18.
  - City Deal - 10 Authorities in the Cardiff City region are looking at a potential £1.2 billion City Deal. Agreement to commit to this programme is being sought across the region in January 2018 and would impact on the capital MTFP. The potential impact on individual authority budgets is currently being modelled in advance of decisions on specific projects and profiles in order for authorities to start reflecting the commitment in their MTFPs. The potential is for the 10 authorities to provide collectively £120 million over time, with individual contributions being reflective of populations. Monmouthshire’s indicative liability during the forthcoming capital MTFP is likely to be:

Contributions predicted during forthcoming MTFP window:

Year	Amount
2018-19	£83,000
2019-20	£482,000
2020-21	£472,000
2021-22	£729,000

Contributions predicted following the MTFP window:

2022-23	£729,000
2023-24	£1,207,000
2024-25	£1,206,000
2025-26	£1,206,000
2026-27	£1,206,000
Total	£7,320,000

MRP is presumed to start in the year after the contribution is made.

- J and E Block – the office rationalization programme is being considered to see if there is a solution that would enable the Magor and Usk sites to be consolidated, releasing funding to pay for the necessary investment to bring the blocks into use. The current presumption included in Treasury figures is £1.4million expenditure with MRP starting in 2020/21. No revenue savings from central accommodation or the Magor building have been presumed in the capital modelling, as those savings are unlikely to be realized until that building is vacated.
- A strategy that enables the core programme, Future Schools and the above schemes to be accommodated is being developed. Notwithstanding this, there will still remain a considerable number of pressures that sit outside of any potential to fund them within the Capital MTFP and this has significant risk associated with it. Cabinet has previously accepted this risk.
- The current policy is that further new schemes can only be added to the programme if the business case demonstrates that they are self-financing or the scheme is deemed a higher priority than current schemes in the programme and therefore displaces it.

In summary the following other issues and pressures have been identified:

- Long list of back log pressures – infrastructure, property, DDA work and public rights of way. None of these pressures are included in the current capital MTFP, but this carries with it a considerable risk.
- In addition to this, there are various schemes / proposals (e.g. Alternative Delivery Model for Leisure, Tourism and Culture Services, Tranche B Future Schools, any enhanced DFG spending, waste fleet vehicle replacement, community amenity site enhancement) that could also have a capital consequence, but in advance of quantifying those or having Member consideration of these items, they are also excluded from current capital MTFP.
- Capital investment required to deliver revenue savings – this is principally in the area of office accommodation, social care, property investment and possibly Additional Learning Needs. The level of investment is currently being assessed. However, in accordance with the principle already set, if the schemes are not going to displace anything already in the programme then the cost of any additional borrowing will need to be netted off the saving to be made.
- The IT reserve is depleted so funding for any major new IT investment is limited. Any additional IT schemes will need to either be able to pay for themselves or displace other schemes in the programme.
- Base interest rates were increased by 0.25% to 0.5% on 2<sup>nd</sup> November 2017. That pressure is more likely to be felt in the Revenue MTFP as it will increase the cost of borrowing over time. However, it may also impact adversely upon the viability of capital business case developments and their ability to demonstrate self-affordability. Given this very recent change, it hasn't been possible to fully work through the consequences in the initial revenue and capital MTFP. That will instead manifest itself through the budget setting process.

**Member Scrutiny:**

- In response to a Member's question, it was noted that the allowance included annually for capital maintenance is £2,000,000. The backlog of repair on Monmouthshire's schools portfolio is in the region of £22,000,000.
- With regard to the new 21<sup>st</sup> Century Schools in Monmouthshire, a lower routine maintenance consequence is anticipated. In relation to existing comprehensive schools, property maintenance decides the maintenance priorities for these schools throughout the year.
- To avoid confusion in the table within appendix 1 of the report in respect of capital budget pressures, there could be an indication of what is budgeted for as well as having an indication of what the Authority would like to do if appropriate funding was available, i.e., in an 'ideal scenario'. The Assistant Head of Finance stated that he would amend the appendix accordingly for future reports.
- In response to a question raised, it was noted that all of Monmouthshire's school kitchens were complying with environmental health standards.

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

- The Select Committee had fully discussed the capital budget assumptions and priorities affecting the Select Committee's portfolio area, however, had no specific recommendations to make in terms of the approach being adopted.

## **6. Presentation regarding Key Stage 4 Outcomes**

### **Context:**

To scrutinise the Key Stage 4 outcomes for 2016/17.

### **Key Issues:**

#### **Key Stage 4:**

- Level 2 inclusive English / Maths (best of procedural and numeracy).
- Level 2.
- Level 1.
- Core Subject Indicator (CSI).
- 5A\* / A.
- Modelled Expectations:
  - For secondary schools for L2+, L2 and L1.
- English.
- Maths (Procedural or Numeracy).
- Science.

### **Member Scrutiny:**

- With regard to English Level 2 achievement at King Henry VIII Comprehensive School, there is a significant difference in performance between children receiving Free School

Meals (FSM) and non FSM children. However, the size of the cohorts need to be taken into account, as the majority of FSM children have been known to the school since Year 7. There is greater impact on the two examinations that were sat. It is anticipated that there will be an improved performance next year.

- Future reports should include the numbers alongside the percentages to provide better clarity.
- It was noted that the recommendation of the Donaldson Report in respect of the Successful Futures aspect is to remove Key Stage testing and have informal teacher step progression assessments which are not publically reported or published. The advantage of the system currently being operated is that each student is tested. However, with the implementation of the Donaldson Report, the Authority will continue to have an insight into how schools are performing. One of the key issues will be Estyn's change from looking at outcomes in terms of teacher assessment and benchmark quartiles to assessing performance and teaching and learning through the observation of book scrutiny. However, the Key Stage 4 results will always be published.
- A more detailed report on the risks and the positive aspects of the Donaldson Report will be presented to the Select Committee in the New Year.
- The movement to the linear system was a challenge. None of Monmouthshire's schools have a significant number of FSM students. However, one of the challenges is that the Authority's FSM gap further down the school system is much smaller. Therefore, the FSM gap between Monmouthshire's FSM children and those not entitled to FSM was 44% at GCSE Level 2 inclusive, this year. At the Foundation Phase indicator, it was only 10%. At Key Stage 2 CSI it was only 10%. At Key Stage 3, it increases and at Key Stage 4, it increases even further. Therefore, the challenge needs to be addressed at primary school level. There is a need to raise expectations amongst some cohorts in terms of what they should be expecting to achieve. Also, there is a need to undertake additional work to support learners and some schools have opened on a Saturday to teach maths to help support students.

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

- There are some very strong performances by Monmouthshire's young people reflected in the Key Stage 4 outcomes report.
- However, there are areas where there are difficulties facing Monmouthshire's schools. In particular, the performance of FSM children.
- The Select Committee will closely monitor the situation.

#### **7. Feedback from the Chair on his attendance at Engage 2 Change (Youth Council) on 4th December 2017 to discuss the Youth Councils' priorities for 2017-18**

The Chair provided the Select Committee with feedback on his attendance at a meeting of the Youth Council. Also in attendance was the Leader of the Council, the Cabinet Member for Education and senior officers.

In doing so, the following information from the meeting was noted:

- The Youth Council looked back on the Local Democracy Day that was hosted by Monmouthshire County Council as a very positive experience for the young people. They liked the question and answer session and would like to do this again in the future.
- There were some concerns raised which will be scrutinised at future meetings of the Select Committee. The concerns were:
  - Mental health issues.
  - Issues regarding the curriculum that the students receive.
  - I.T. skills needed to be better for students as they enter the world of work in the digital age.
  - The lack of practical advice received around I.T. and finance, e.g., how to apply for a mortgage.
- The Leader had suggested that the Authority should be linking with Schools' Councils. The Select Committee could develop this matter.
- Following the Democracy Day, which was aimed at secondary school children, The Scrutiny Manager had suggested that the Authority could look at how it could involve younger students in democracy and understanding the role of the Councillor. Primary schools could be approached and that one of the schools' years could meet their local Councillor at their respective school with a view to holding an introductory meeting, with the Councillor explaining their role to the students. The students would then be asked to enter into a competition to paint or draw their local Councillor with a prize being awarded. Each school council would be asked to run the process within their school. The Engage 2 Change Youth Council would be the judge and adjudication panel. The winning pictures would be displayed at County Hall, Usk.
- It was noted that Welsh Government has launched a series of pilot areas for new ways of working to support children and young people with mental health needs. However, for that pilot, Monmouthshire is no longer part of northern Gwent and has been omitted from that pilot. Conversations are being held with Welsh Government regarding this matter.

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

- The meeting with the Youth Council had been very positive and it was heartening to see senior Members of the Council working with young people and respecting and valuing the comments made by the students.

## **8. Kerbcraft - Scrutiny of Action Plan Delivery and Ongoing Performance Measures**

**Context:**



To scrutinise a report on the implementation of the Action Plan approved by County Council in March 2017 and performance measures in place.

### **Key Issues:**

- On 20<sup>th</sup> March 2017, Council received the Wales Audit Office (WAO) report on the Safeguarding scheme in Monmouthshire County Council and endorsed the action plan to address the findings of the WAO report.
- On the 5<sup>th</sup> July 2017, Cabinet received a report entitled 'Update and Approval of matters arising from the Action Plan – Safeguarding arrangements – kerbcraft scheme.
- Attached to the report to Cabinet were new procedures for the provision of kerbcraft training which were approved by Cabinet.
- Kerbcraft training commenced in September 2017 in compliance with the procedure and checklist approved by Cabinet on the 5<sup>th</sup> July 2017.
- Officers have investigated what information is appropriate to monitor the performance of the scheme for officers of the Children and Young People Directorate and Members. The kerbcraft training is funded by and provided on behalf of Welsh Government. A performance management pro forma is provided to Welsh Government on a quarterly basis.
- The action plan requires a select committee to be nominated to monitor the ongoing performance of the kerbcraft scheme. Given the link to Monmouthshire's school children, officers consider the Children and Young People Select Committee to be the most appropriate committee to receive ongoing performance management reports. Welsh Government quarterly return will be collated on a six monthly basis and submitted to the Children and Young People Select Committee, Audit Committee and Cabinet. The return will be supplemented by a further document indicating which schools have received training and which are scheduled to receive training along with any commentary received from schools and parents relating to the kerbcraft training.
- Over and above the reports to the Children and Young People Select Committee, the action plan requires the Audit Committee and Cabinet to receive progress reports to ensure that the performance of the scheme has improved and risks reduced. A report was submitted to the Audit Committee on the 23<sup>rd</sup> November 2017 and a report to Cabinet is scheduled for 10<sup>th</sup> January 2018.
- Cabinet, on the 5<sup>th</sup> July 2017, amended the recommendation that the service remains within the Highways Section (Traffic and Road Safety unit) but robust reporting links be created between the Kerbcraft Team and the Children and Young People Directorate.
- Officers from the Highways Section and the Children and Young People Directorate have discussed how the reporting links and protocols will be managed.

### **Member Scrutiny:**

- In relation to paid staff providing Kerbcraft training, the Authority has one full time employee and two part time employees and these officers work term times.

- One of the issues that caused concern for the WAO was the number of volunteers which the Authority had available which equated to 80 volunteers. The authority is presently using six volunteers which are Disclosure and Barring Service (DBS) checked, and training is provided. No volunteers will be used until all of these checks have been undertaken.
- In relation to the schools, 16 have received the kerbcraft training. The aim is to ensure that all of Monmouthshire's primary schools, that choose to have the training, receive it by the end of the academic year.
- Training is being undertaken over a ten week period, in agreement with Welsh Government. The Welsh Government is satisfied with the Authority's training programme.
- In response to a question, the Head of Operations stated that he would check whether any schools had indicated that they would not be taking part in the kerbcraft scheme.
- It would be beneficial if the Select Committee received a further report to ensure that those primary schools that did want to receive the training have the opportunity to do so.
- The PCSOs are not formally a part of the procedure. However, the kerbcraft coordinator liaises with the local PCSOs and they often attend kerbcraft training events.
- In relation to the turnover of volunteers, this is anticipated as time progresses. However, as replacement volunteers come into the scheme, appropriate training will be provided.

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

- On behalf of the Select Committee, the Chair thanked the Head of Operations for bringing the kerbcraft scheme back on track and look forward to taking on this additional responsibility as a Select Committee, and also look forward to monitoring the success of the scheme, going forward.

## **9. Performance report 2017/18 Quarter 2**

### **Context:**

To scrutinise the 2017/18 quarter 2 performance information under the remit of the Children and Young People Select Committee, this comprises:

- Information on how the Authority is performing against a range of nationally set measures related to children's services used by all councils in Wales that were introduced in 2016/17 as part of the Social Services and Well-being Act.
- Report benchmarking data to demonstrate how the Authority performed during 2016/17 against the Welsh average.

### **Key Issues:**

The Council currently has an established performance framework, this is the way in which the Authority translates its vision - building sustainable and resilient communities - into action and

ensures that everyone is pulling in the same direction to deliver real and tangible outcomes. The framework was presented to the Committee in July 2017.

The report card explains Children's Social Services key process and performance in quarter 2 2017/18, as well as presenting benchmarking of performance in 2016/17. This comprises of data from the new measurement framework introduced in 2016/17 as part of the Social Services and Well-being Act. The performance measures are a blend of quantitative and qualitative data which includes asking people about their experience of social services and whether this has contributed to improving their well-being.

Welsh Government has highlighted that the first year of data collation (2016/17) of the Social Services and Well-being Act performance measurement framework has provided some challenges and some quality issues with the data and as a result, it has not published local authority level data performance data for 2016-17. Wales level, means and quartile data has been published which has allowed some benchmarking to be undertaken, although this is caveated in how much reliance can be placed on this given the quality issues raised.

There are ongoing discussions and workshops on potentially revising the standards and measures, as part of the framework in the future.

The qualitative measures within the framework are derived from questionnaires to children and parents that social services are working with at the beginning of September 2017. Therefore, at quarter 2, data may only be presented on one month of responses. Efforts are being made to increase the number of responses to the questionnaire for 2017/18.

Another important nationally set framework used to measure local authority performance is 'Public Accountability Measures' set by Data Unit Wales'. This includes some of the indicators for children's services that are part of the Social Services and Well-being Act measurement framework. This also includes measures relating to educational attainment and attendance from the academic year 2016/17 that are under the Select Committee's remit.

### **Member Scrutiny:**

- It was noted that there was a comments box on the questionnaire. The Data Analyst stated that she could look through the comments received from 16 / 17 year olds to see if there were any comments received that could be passed back to the service with a view to providing support for the young people.
- The questionnaire is only one way of engaging with young people who are in the looked after system, e.g., working with the Youth Service and ensuring that young people are heard via the Corporate Parenting Panel. Personal advisers work with each of the care leavers coming through the system. There has also been some additional Welsh Government investment into the personal advisor resource, this year.
- Concern was expressed that the percentage figures for 16 and 17 year olds and the percentages for the quarter 2 results in respect of every measure fell below the Wales average. It was noted that Officers had undertaken some evaluation regarding this matter, last year. However, the number of responses had been low but measures were being taken to try to increase the number of responses in order to obtain a more accurate assessment of the situation.
- In response to a question raised regarding Looked After Children and the stability of their schooling, it was noted that the service focusses on the best interest of the child, rather than focussing on the performance indicator.

- Following the latest drive for foster carers, more enquires are being received. However, it takes a period of time from the enquiry stage to getting a foster carer registered, before the foster carer is able to look after a child. A report will be brought to a future meeting of the Select Committee outlining progress regarding this matter. With regard to the figures, the Authority has a similar proportion of children in foster care but there is still a disproportionate number of those children in foster care within the independent fostering agencies.

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

- On behalf of the Select Committee, the Chair thanked the officers for presenting the report to Members.
- The next report will focus on the areas where the Directorate is still looking to improve upon in order for the Select Committee to monitor the effectiveness of the measures being put in place.

#### **10. Actions arising from the previous meeting**

We received the list of actions that had been completed arising from the Children and Young People Select Committee meeting held on 26<sup>th</sup> October 2017.

#### **11. Children and Young People Select Committee Work Programme**

We received the Select Committee's forward work plan. In doing so the Scrutiny Manager updated the Select Committee, as follows:

##### **Ordinary Meeting - 1st February 2018 at 10.00am**

- Budget Monitoring - Period 7.
- Chief Officer for Education self-evaluation report.
- Schools Funding Formula.

##### **Special Meeting – 24<sup>th</sup> January 2018 at 2.00pm**

- Pre-decision scrutiny of the Corporate Parenting Strategy.
- Children's Services Placements.
- Second Phase Family Support Review.

##### **Special Meeting – 13<sup>th</sup> February 2018 at 10.00am**

- Leisure Services for Young People.
- Support for Refugees.

##### **Additional item for the Work Plan**

- The Children and Young People Select Committee Work Programme to be updated to include scrutiny of the Donaldson report on successful futures, which is a whole scale review of the curriculum itself. Also, there is consultation being undertaken in relation to Estyn and how this will be affected as a result of the Donaldson report.

**12. Cabinet and Council Forward Planner**

We received the Cabinet and Council Forward Planner.

**13. Next Meeting**

The next ordinary meeting of the Children and Young People Select Committee will be held on Thursday 1<sup>st</sup> February 2018 at 10.00am.

There will be a special meeting of the Children and Young People Select Committee on:

- Wednesday 24<sup>th</sup> January 2018 at 2.00pm.
- Tuesday 13<sup>th</sup> February 2018 at 10.00am.

**The meeting ended at 12.21 pm.**

**PRESENT:** County Councillor S. Howarth (Chairman)  
County Councillor (Vice Chairman)

County Councillors: L.Brown, L.Dymock, M.Groucutt, P.Pavia and J.Pratt

Also in attendance County Councillor V. Smith:

**OFFICERS IN ATTENDANCE:**

Julie Boothroyd	Head of Adult Services
Claire Marchant	Chief Officer Social Care, Health & Housing
Wendy Barnard	Democratic Services Officer
Hazel Ilett	Scrutiny Manager
Sian Schofield	Management Information Officer
Tyrone Stokes	Accountant

**APOLOGIES:**

County Councillors R. Edwards and S. Woodhouse

- **Declarations of interest**

County Councillor P. Pavia declared a personal, non-prejudicial interest as Research and Policy Lead, ADSS Cymru.

- **Public Open Forum**

Mr. P. Farley, Chair of Chepstow Senior Citizens Welfare Trust was present in connection with agenda item 7 “Cabinet Member’s Draft Response to Aneurin Bevan University Health Board Consultation on Older Adult Mental Health Services.

- **To confirm the minutes of the previous meeting held on 30th October 2017**

The minutes of the meeting held on the 30<sup>th</sup> October 2017 were confirmed and signed as a true record.

**10. Medium Term Financial Plan 2018/19 to 2021/22 and Draft Budget Proposals 2018/19 for consultation**

**Context:**

- To highlight the context within which the Medium Term Financial Plan (MTFP) will be developed for 2018/19 to 2021/22.
- To agree the assumptions to be used to update the MTFP, and provide an early indication of the level of budget savings still to be found.
- To receive an update with the implications arising out of the provisional settlement announcement of Welsh Government.
- To consider the 2018/19 budget within the context of the four year Medium Term Financial Plan (MTFP) to be incorporated within the emergent Corporate Plan.
- To receive detailed draft proposals on the budget savings required to meet the gap between available resources and need to spend in 2018/19.

**Key Issues:**

The Select Committee scrutinised the Social Care, Health and Safeguarding budget proposals, as outlined in the report, which related to the Social Care, Health and Safeguarding Directorate Budget.

## **Member Scrutiny**

The report was introduced by the Finance Manager, noting that since the report was initially scheduled for consideration, final settlements have been announced. Members were informed that this and a Joint Select Committee, were opportunities to put forward ideas to alter the proposed budget. Questions were invited as follows:

A Member remarked on the increase to Council Tax of 4.95% and questioned if that proposal would remain as the final settlement was slightly better than expected. It was confirmed that this was the case to ensure the budget gap did not increase e.g. there was no addition to the settlement to cover the public sector pay increase.

The Chair asked if there was any possibility of exceeding 4.95% and it was responded that there were no proposals to do so. Elected Members were informed that English counties can set a higher precept as they have an adults' social care precept specifically for social care but that doesn't apply in Wales. It was explained that Council Tax is not the main source of income for the authority and that the bulk comes from the Welsh Government settlement. The impact of the Police precept was queried but it was confirmed that the authority just collects and pays the precept to the Police and town/community councils.

It was confirmed that work will now take place to see how the Council can bridge the funding gap; task groups will look at alternatives. The Chair asked when it will be known if and when the gap is fixed. It was confirmed that this information will be available in February. Members were reminded that 1% increase in Council Tax raises roughly £300,000.

A Member provided information that the final Welsh Government budget will not be finalised until next week so some changes may still occur. It was queried what impact the pay award would have locally in terms of the fragility of the local independent market. It was agreed that it is a burden but the increase to the Living Wage is welcomed in the care market as investment is needed to ensure an appropriate workforce. Discussions are in progress about the viability of using accommodation as an incentive to recruitment. It was also clarified that, in terms of the capital threshold issue, the authority has only 27% of the market as the rest are self-funding or funded through community health care. The strategy remains to encourage people to stay strong in the community.

A Member expressed concern about the authority's ability to deal with unforeseen events and requested more information on the approved reserve strategy. The Officer explained that our reserves are at the minimum Wales Audit Office recommended level and if they are spent, they have to be replenished. Therefore the money has to be well spent and recoverable for the future. It was added that there are always in-year demands referring to the forecast reports where overspends are predicted. These are balanced through underspends in other departments or via reserves.

A Member mentioned proposals to cut buses on a Sunday and expressed concern about the implications for public transport to hospitals and also to the development of the Crick Road facility. It was accepted that any variation will have an impact and it was agreed to pass the comment to the Head of Service.

It was commented that this was an opportunity to campaign against transport cuts due to reductions to Welsh Government grants citing the impact on wellbeing of future generations. It was confirmed that there were proposals for savings to the Adults Services budget for 2018/19 of £638,000 (budget reduction for social care next year within a strategy of practice change) and £536,000 thereafter to the end of the Medium Term Financial Plan. It was explained that there is no opportunity for income generation.

The Chair stressed the importance of quality impact assessment being added to reports.

The Chair asked if residents will retain quality of service through the changes. It was confirmed that this has been a transformation process supported by practice change based on a tiered system of the right support at the right time. This has proved successful due to the integrated platform and good training and staff; quality is not in question. It was added that the savings targets have been met and there are good quality staff. Assurances were given that due diligence is carried out before introducing new proposals.

**Committee Conclusions:**

On behalf of the Select Committee, the Chair thanked officers for presenting the report.

The Select Committee thoroughly scrutinised the budget proposals. Of concern was the proposal to make cuts to Sunday bus services and the Officer will provide this feedback to the Head of Service accordingly

The Select Committee expressed concern that the County always receives the least funding allocation and grants.

The Chair sought assurance and it was confirmed that quality of service is not currently an issue. All Officers were reminded of the importance of completing quality impact assessments to accompany reports.

- **Draft Capital Budget Proposals 2018/19 to 2021/22**

**Context:**

To scrutinise the proposed capital budget for 2018/19 and the indicative capital budgets for the three years 2019/20 to 2021/22.

**Key Issues:**

**Capital Medium Term Financial Plan (MTFP) issues:**

11. The four year capital programme is reviewed annually and updated to take account of any new information that is relevant.
12. The major component of the Capital MTFP for the next few years is completion of the Council's Tranche A Future schools programme. Colleagues are working through options in relation to a future Welsh Government Tranche B programme. No presumption has been made to add such costs into this next four year window as yet, as costs of proposals and their affordability are still to be established.
13. As part of the 2017/18 budget setting process, Members identified five additional priorities that had not been costed at the time of budget setting, but for which they added an un-hypothecated borrowing assumption of £500,000 per annum to the 2017/18 budget.
14. During this year, some of those scheme costs have crystallised and the following indicates the related presumption within the capital programme together with an indication of the revenue consequences. In all cases an asset life of 25 years has been presumed:
  12. Monmouth Pool – commitment to re-provide the pool in Monmouth as a consequence of the Future Schools Programme, £7.3 million project afforded by £1.9 million Future Schools Programme, £985,000 Section 106 funding, core treasury funding in the region of £835,000, and £3.58 million prudential borrowing afforded by the Leisure Service through additional income predictions.



13. Abergavenny Hub – commitment to re-provide the library with the One Stop Shop in Abergavenny to conclude the creation of a Hub in each of the towns. £2.3 million.
14. Disabled Facilities Grants – the demand for grants is currently outstripping the budget, work is being undertaken to assess the level of investment required to maximize the impact and benefit for recipients. Members ultimately chose to put a one year commitment of £300,000 into the base capital programme in 2017/18.
15. City Deal - 10 Authorities in the Cardiff City region are looking at a potential £1.2 billion City Deal. Agreement to commit to this programme is being sought across the region in January 2018 and would impact on the capital MTFP. The potential impact on individual authority budgets is currently being modelled in advance of decisions on specific projects and profiles in order for authorities to start reflecting the commitment in their MTFPs. The potential is for the 10 authorities to provide collectively £120 million over time, with individual contributions being reflective of populations. Monmouthshire’s indicative liability during the forthcoming capital MTFP is likely to be:

Contributions predicted during forthcoming MTFP window:

Year	Amount
2018-19	£83,000
2019-20	£482,000
2020-21	£472,000
2021-22	£729,000

Contributions predicted following the MTFP window:

2022-23	£729,000
2023-24	£1,207,000
2024-25	£1,206,000
2025-26	£1,206,000
2026-27	£1,206,000
Total	£7,320,000

MRP is presumed to start in the year after the contribution is made.

16. J and E Block – the office rationalization programme is being considered to see if there is a solution that would enable the Magor and Usk sites to be consolidated, releasing funding to pay for the necessary investment to bring the blocks into use. The current presumption included in Treasury figures is £1.4million expenditure with MRP starting in 2020/21. No revenue savings from central accommodation or the Magor building have been presumed in the capital modelling, as those savings are unlikely to be realized until that building is vacated.
- A strategy that enables the core programme, Future Schools and the above schemes to be accommodated is being developed. Notwithstanding this, there will still remain a considerable number of pressures that sit outside of any potential to fund them within the Capital MTFP and this has significant risk associated with it. Cabinet has previously accepted this risk.

- The current policy is that further new schemes can only be added to the programme if the business case demonstrates that they are self-financing or the scheme is deemed a higher priority than current schemes in the programme and therefore displaces it.

In summary the following other issues and pressures have been identified:

- Long list of back log pressures – infrastructure, property, DDA work and public rights of way. None of these pressures are included in the current capital MTFP, but this carries with it a considerable risk.
  - In addition to this, there are various schemes / proposals (e.g. Alternative Delivery Model for Leisure, Tourism and Culture Services, Tranche B Future Schools, any enhanced DFG spending, waste fleet vehicle replacement, community amenity site enhancement) that could also have a capital consequence, but in advance of quantifying those or having Member consideration of these items, they are also excluded from current capital MTFP.
  - Capital investment required to deliver revenue savings – this is principally in the area of office accommodation, social care, property investment and possibly Additional Learning Needs. The level of investment is currently being assessed. However, in accordance with the principle already set, if the schemes are not going to displace anything already in the programme then the cost of any additional borrowing will need to be netted off the saving to be made.
  - The IT reserve is depleted so funding for any major new IT investment is limited. Any additional IT schemes will need to either be able to pay for themselves or displace other schemes in the programme.
13. Base interest rates were increased by 0.25% to 0.5% on 2<sup>nd</sup> November 2017. That pressure is more likely to be felt in the Revenue MTFP as it will increase the cost of borrowing over time. However, it may also impact adversely upon the viability of capital business case developments and their ability to demonstrate self-affordability. Given this very recent change, it hasn't been possible to fully work through the consequences in the initial revenue and capital MTFP. That will instead manifest itself through the budget setting process.

### **Member Scrutiny**

The Finance Manager introduced the report and drew Select Committee Members' attention that any new capital items would have to be self-financing or displacing an existing scheme. Questions were invited:

The Chair sought clarification about the use of the former caretaker's bungalow at King Henry VIII Comprehensive School and it was confirmed that the building has been taken over as a Contact Centre. This used mainly capital funding.

It was noted that there were no other projects for consideration.

### **Committee Conclusions:**

The Chair, on behalf of the Select Committee thanked the Officer for presenting the report and responding to questions.

The Select Committee considered the capital budget assumptions and priorities affecting the Adults Select portfolio area and noted that there were no other capital projects under consideration.

## **14. Cabinet Member's Draft Response to Aneurin Bevan University Health Board Consultation on Older Adult Mental Health Services**

### **Context**

To present a draft Monmouthshire County Council response to the Aneurin Bevan University Health Board (ABUHB) consultation *Redesigning Mental Health Services for Older People* for scrutiny, requesting that Members provide comments to inform the final response to be presented to Council on the 18th January 2018.

### **Recommendations**

That Select Committee scrutinise the attached draft consultation response (Appendix A) and makes recommendations as appropriate.

### **Key Issues**

1. ABUHB approved recommendations at its Board meeting on 27th September 2017 to enter into formal public consultation a preferred option for the redesign of older adult mental health services.
2. The public consultation process was agreed between ABUHB and the Community Health Council to run between November 2017 and January 2018.
3. The ABUHB consultation document is included as Appendix B to this paper. The consultation sets out a vision for older adult mental health services and describes the challenges faced by the Health Board in recruiting a registered mental health nursing workforce to safely provide quality inpatient services. The consultation advises of urgent changes to services that were made in January 2016 to ensure that safe services could be provided. The consultation then sets out and appraises a number of options for future service provision. There is a preferred option described in the paper, to consolidate the number of older adult mental health wards, to 3 dementia wards and 1 functional mental health ward. This option would mean that dementia inpatient services would no longer be provided from St Pierre Services at Chepstow Community Hospital. This would mean that people from Monmouthshire requiring this service would access either St Woolos Hospital or Ysbyty Tri Chwm Hospital in Ebbw Vale.
4. Monmouthshire County Council Members have actively engaged in the ABUHB consultation process. In addition to an all Member seminar, there have a number of public engagement meetings well attended by Councillors. At the all Member seminar, and in public meetings, a number of concerns have been raised regarding the consultation proposals, the lack of consideration in the options appraisal to Monmouthshire's demographics – current and projected- and prevalence of mental ill health. Concerns have also been consistently raised regarding transport and access issues, the impact on carers, lack of detail around investment in enhanced community services and the impact of service withdrawal on the viability of Chepstow Community Hospital. These concerns mean the consultation response is not supportive of the preferred option. It is proposed that Council expresses a view that a more robust option appraisal is undertaken considers fully all relevant information, and puts in place a plan for quality older adult mental health services – community and inpatient which meet the needs of current and future generations.
5. Notwithstanding the consultation response, it is important to emphasise the absolute commitment of Monmouthshire County Council to work in partnership to deliver integrated health and social care services. The commitment of the Health Board to a positive future for Chepstow Community Hospital, and the work being taken forward to plan for service provision in South Monmouthshire through the group co-chaired by the Chief Operating Officer, ABUHB and the Chief Officer, Social Care and Health, Monmouthshire County Council is welcome. To instil confidence, it needs to deliver detail of how primary and community health, social care and wellbeing services will be enhanced, making best use of the hospital and other physical assets.

### **Member Scrutiny:**

The draft response was introduced by the Chief Officer, Social Care, Health and Safeguarding explaining that the draft consultation response reflected members' views expressed at a seminar. The Cabinet Member acknowledged that this was a significant recommendation, and the decision to present the draft response has not taken lightly. The response identifies the severity of feeling about the proposals and everybody's views and ideas are welcomed. Questions and comments were invited.

A Member thanked the officers Elected Members and the public, for their involvement and also and commented that it was an excellent report that reflected what the public are saying. It was added that

the future of Chepstow Hospital for the south of the county (and for Monnow Vale for the north in terms of travelling to services) is a significant issue. The County Council were urged to support the draft response.

A Member had personally sent a detailed response to the ABUHB and was pleased the Council was arguing against the preferred option and urged support of Option 1. This option avoids the issue of no provision in Monmouthshire where there is a higher than average percentage older population, would reduce the stress on patients, families and carers in terms of travelling, prevents under-utilisation of Chepstow Hospital and has the benefit of staff already being in place. The view was added that Option 3 is not practical in terms of limited public transport and car parking. If the ward was closed, concern was expressed that 7 dementia beds in the region would be lost overall, there will be insufficient inpatient care for dementia patients. Chepstow patients may have to travel to Ebbw Vale or Ystrad Mynach. The Health Board were urged to take account of the stress on carers adding that the resultant strain will absorb the projected savings.

The Chief Officer welcomed the view of Select Committee Members regarding positive identification of Option 1.

Mr. P. Farley valued the remarks made. He expressed his displeasure with the quality of Health Board engagement and provided examples of shortcomings. Accordingly, he asked that the following points were considered for the Council's response:

1. An offer to work together on future consultations, and at an earlier stage, adding that, at a recent event there had been no opportunity hear information e.g. the good work undertaken by Adults Services.
2. An offer to help with staff recruitment and retention by e.g. offering favourable access to leisure services or use of underused housing to meet staff accommodation requirements.
3. In terms of transport, it was questioned if the Council, as a transport provider, could influence services and support the amendment of routes, in collaboration with other councils, as necessary, to improve public transport to hospitals.
4. How the south of the county becomes engaged in such issues in future. There is no accessibility for particular age and other groups to consultation as there is no forum for older people in the south of the county (unlike Monmouth and Abergavenny). The support of Chepstow Senior Citizens Welfare Trust was offered in this respect.

A Member felt the report was good, noting the initial focus was clinical safety and challenges of future workforce planning but there is no focus on improving services. It was agreed that transport is a massive challenge and that workforce is a national issue. It was suggested that the Health Board has responsibility as a commissioner of educational posts and staff training. The Health Board, in preferring Option 3, refers to savings to reinvest in local services but it was the Member's view that whilst this would not necessarily disappear into the new SCCC, there was reticence to confirm that it would be allocated to the south of county. It may, therefore, be used to address pressures elsewhere in the region. The Member recommended that, as the Council wasn't involved in the initial option appraisal, it's not in a position to endorse any option. It was suggested that there should be a start from scratch on an integrated approach with involvement in the developmental process.

The Member suggested that Option 1 should be included in the response to work towards but that there should be better consultation on option appraisal. It was observed that there is a need to define the local offer before any service is added or removed.

A Member agreed that it is necessary to return to foundations with the Health Board and Council working in harmony from the start.

The Cabinet Member questioned why Chepstow has been chosen instead of other areas.

A Member commented that the Health Board had reported, at a ward residents' meeting, that the Council is formulating a plan for transporting patients. The Member supported Chepstow Hospital as a Centre of Excellence instead of St. Woolos Hospital. The Chief Officer responded that the Council is involved in forming transport plans and had hoped to attract integrated care funding with resource from the Health

Board that would be added to the integrated transport structure. The Health Board accepts that, with all changes re SCCC, it needs to have a transport plan but it is not just for the Gwent region Councils to resolve in isolation.

A Member raised the issue of loneliness and isolation, especially in rural areas and linked it to the stress encountered by carers who may not have the support of family or friends. The availability of local services and the ability to visit relatives locally can provide relief so it is important not to underestimate demand for local health services where there is need and advocated Option 1 adding that Option 3 has not been adequately considered.

A Member observed that the Health Board approach has been wrong from the start and did not support an unsustainable proposal that will negatively impact quality of life.

A Member questioned what happened between the Clinical Futures meeting on the 8<sup>th</sup> September 2017, the Lower Wye Area Committee Meeting on the 20<sup>th</sup> September 2017 and the proposals to make changes on the 27<sup>th</sup> September 2017. The Member supported Option 1 to retain the status quo temporarily to allow broader consideration of dementia care linked to the proposed Crick Road provision.

The Chair recalled that previous scrutiny called for a long-term, county wide strategy on dementia care and suggested this could be included in the draft response to Council.

**Committee Conclusion:**

Having carefully scrutinised the draft response to the Aneurin Bevan University Health Board (ABUHB) consultation Redesigning Mental Health Services for Older People, we firmly support Option 1 as our preferred option due to the reasons outlined below:

1. Challenging transport issues in the County's rural areas will present significant problems and detriment to older people.
2. The process undertaken to reach the decision on options did not sufficiently involve the County Council.
3. Previous scrutiny of older person's care needs resulted in the following recommendation for a longer term model: "As a committee, we are in agreement with the principle that the Council should take a lead in providing a future long-term sustainable care model for Monmouthshire. Given the success of the Raglan Project, we understand the advantages of the Council providing care facilities to ensure a high quality service. We recognise that our primary objective remains to support people to live independently for as long as possible, but that a range of services will be needed to support future complex care needs such as dementia, given the increasing ageing population." [Adults Select Committee: 30th October, 2017].

As such, bearing in mind the above remarks, we were strongly of the opinion that a poor decision would be made and outcomes could not be supported.

• **Performance Report: Adults Services (quarter 2)**

**Purpose:**

To present the 2017/18 quarter 2 performance information under the remit of Adults Select Committee, this comprises:

- Information on how we are performing against a range of nationally set measures related to adult services used by all councils in Wales that were introduced in 2016/17 as part of the Social Services and Well-being Act. A report card has been used that gives context to these.
- Report benchmarking data to demonstrate how we performed during 2016/17 against the Welsh average.

- To present information on how the Council is performing in 2017/18 against national performance indicators “Public Accountability Measures” set by Data Unit Wales that are under the remit of Adults Select Committee.

### **Recommendations**

That Members scrutinise how well the authority is performing on these range of nationally set measures and seek clarity from those responsible on whether performance can improve in any areas of concern identified.

### **Key Issues**

1. The council currently has an established performance framework, this is the way in which we translate our vision - building sustainable and resilient communities – into action and ensure that everyone is pulling in the same direction to deliver real and tangible outcomes. The framework was presented to the Committee in July 2017, further information on the council’s performance framework for members is available on the Council’s intranet, The Hub.
2. The report card explains Adult social services key process and performance in quarter 2 2017/18 as well as presenting benchmarking of performance in 2016/17. This comprises of data from the new measurement framework introduced in 2016/17 as part of the Social Services and Well-being Act. The performance measures are a blend of quantitative (numerical) data and qualitative data which includes asking people about their experience of social services and whether this has contributed to improving their well-being.
3. Welsh Government have highlighted that the first year of data collation (2016/17) of the Social Services and Well-being Act performance measurement framework has provided some challenges and some quality issues with the data and as a result they have not published local authority level data performance data for 2016-17. Wales level, means and quartile data have been published which has allowed us to undertake some benchmarking, although this is caveated in how much reliance can be placed on this given the quality issues raised.
4. There are ongoing discussions and workshops, which we have been part of, on potentially revising the standards and measures as part of the framework in the future.
5. The qualitative measures within the framework are derived from questionnaires to adult service users and carers that social services are working with at the beginning of September. While we continue to send out adult questionnaires monthly from April, questionnaires are sent to carers starting at the beginning of September, therefore at quarter 2 we are only able to present data on one month of responses.
6. Another important nationally set framework used to measure local authority performance is ‘Public Accountability Measures’ set by Data Unit Wales ‘.This includes some of the indicators for adults services that are part of the Social Services and Well-being Act measurement framework as set out in the scorecard. Appendix 2 contains the performance in quarter 2 2017/18 for further performance indicators related to Homelessness and Disabled Facilities Grants that are part of this framework and are under the committee’s remit.

### **Member Scrutiny:**

The Performance Report for Adult Services was presented and questions invited:

A Member, with reference to safeguarding, challenged the downturn in performance for delayed transfer of care (DTC) speculating that the reason is related to an inability to find carers and questioned strategy to resolve the decline.

The Head of Adult Services explained that the DTC figures can be considered an artificial measure gathered on a census day once a month across the authority. This is a trend line which is analysed and reviewed daily. It was acknowledged that there have been difficulties in recruitment of staff and within partner agencies. Consequently, the hours in the system awaiting allocation have been monitored very closely. It was explained that the model of support for moving people from hospital has been in place for 15 years and there are 2 staff members in the Royal Gwent and Nevill Hall Hospitals who make arrangements to move people to their next destination and monitor numbers in hospital requiring ongoing care. Often this is at home but a stoppage point can be transfer to residential homes due to e.g. availability or where care is moved from the council to continuing health care. Attention was drawn to the wider partner context which demonstrate our DTC statistics are significantly lower compared to those cared for at home.

A Member raised the serious issues with care staff recruitment and questioned what strategies are being employed to address this issue. It was responded that this is an ongoing and worsening problem. More information will be brought to Select Committee on the Turning the World Upside Down strategy working with the independent care sector working towards a relationship based care model. Work has begun in the Chepstow area bringing care teams together to maximise opportunities to share care which is much more effective. Additionally, adverts to recruit carers have been posted under a social care and health banner which has proved more successful. It was added that in the longer term, there are plans to introduce a "Dare to Care" campaign to e.g. have a social and health care academy across Gwent and attract people to the sector.

A Member queried the carers and adults questionnaires and changes in percentages from one year to the next. It was confirmed that there has been a change to questions asked (from less service based to more "what matters to you" etc.) to elicit more useful insights and encourage more honest appraisals.

County Councillor P. Pavia declared an interest as Research and Policy Lead, ADSS Cymru. He questioned 1) the early impact of the Social Care and Wellbeing Act especially on users and carers in terms of reducing assessment levels and 2) Disabled Facilities Grant (DFG) the likely reduction in time to deal with applications. It was responded that a lot of the data is tracked and the drop in referrals for support is substantial allowing more concentration on people with more complex needs or frailty. Other people are being supported through wellbeing work. Regarding DFG (for larger adaptations), it was confirmed that there has been a steep fall in average time taken. These applications are implemented by referral to the Housing Department. The steep fall from last year was welcomed. A reminder was provided that there is an extra £33,000 in the DFG programme next year.

#### **Committee Conclusions:**

The Select Committee scrutinised how well the authority is performing on a range of nationally set measures by seeking clarity from Officers on whether performance could be improved in:

- Delayed Transfer of Care;
- Recruitment of carers;
- Disabled Facilities Grant; and
- Feedback from carers.

The Select Committee was generally satisfied with the responses provided and reassured regarding performance.

The officers were thanked for their presentation and responses.

#### **8. Actions from the last meeting**

The Actions from the last meeting were noted.

The Council's statutory and non-statutory responsibilities were circulated, and also a breakdown of grant spending.

#### **9. Adults Select Forward Work Programme**

The Work Programme for 23<sup>rd</sup> January 2018 was too large and amended to include the following items:

- Empty Homes Update.
- Gypsy and Traveller Pitch Allocation Policy
- Safeguarding performance and self-evaluation.
- Melin Private Leasing Scheme

A Special meeting on 8<sup>th</sup> February 2018 at 10.00am was proposed with items to include:

- Care Closer to Home (to be confirmed)
- Turning the World Upside Down
- Re-designation of Shared Housing Accommodation

A Special Joint Children and Young People's and Adults Select Committees was proposed later in February to consider the following items:

- Area Plan
- Disability Transformation Work

Information on work on outreach to address and support people suffering rural isolation and loneliness was requested in terms of initiatives and good practice. Some background information will be provided and contact with workers in the field will be made available. The importance of communities and linking people with natural connectors was agreed.

**10. Council and Cabinet Work Planner**

The Council and Cabinet Work Planner was noted.

**11. To confirm the date and time of the next meeting as Tuesday 23rd January 2018 at 10.00am**

**The meeting ended at 12.20 pm**



**PRESENT:** County Councillor J.Pratt (Chairman)  
County Councillor A. Webb (Vice Chairman)

County Councillors: A.Davies, L.Dymock, L.Jones, R.Roden,  
V. Smith and A. Easson

Also in attendance County Councillor(s): P. Murphy

**OFFICERS IN ATTENDANCE:**

Carl Touhig	Head of Waste and Street Scene
Roger Hoggins	Head of Operations
Richard Jones	Policy and Performance Officer
Dave Loder	Finance Manager
Jonathan Davies	Central Accountancy Finance Manager
Hazel Ilett	Scrutiny Manager
Paula Harris	Democratic Services Officer

**1. Apologies for absence**

None.

**2. Declarations of Interest**

None.

**3. Open Public Forum**

The Committee was joined by Mr Peter Sutherland, Woodside resident and member of Llanbadoc Community Council. Mr Sutherland raised the following issues;

- Usk Hub – an event had been arranged for the 11<sup>th</sup> January with the community council clerk only receiving an email advising of this on the 9<sup>th</sup> January, it was asked that in future more notice was given.
- Usk Island Carpark – concerns that the area is rapidly filling up, a mobile home has appeared and a lorry is permanently parked inside the enclosure.
- Usk Gasworks – little consultation as a community council has taken place and the community councillors are being asked questions by residents. It was also asked that at the end of the work could a consultation on shared space be considered.
- Speeding through Llanbadoc – although pleased to see the 20 mph speed has been applied in Usk, Mr Sutherland would appreciate an update on speeding issues.

The Scrutiny Manager advised that work is being done by Officers on the County wide road safety policy and will be able to reconvene the task group after speaking to partner agencies.

**4. To confirm minutes of the previous meeting held on 16th November 2017**

The minutes of the previous meeting were accepted and duly signed by the Chair.

## **5. Action list**

Member of the Committee spoke of their dissatisfaction with responses from People Services regarding questions asked at a previous meeting when they presented their annual report.

It was felt that the responses did not definitively answer the questions raised and Members felt the fact they were emailed internally did not lend itself to transparency with the public.

The Chair of the Committee advised that she will be writing to the Head of People Services requesting that they return to the Committee for further scrutiny and clarity on issues previously raised by Members of the Committee.

## **6. Performance Report - Quarter 2**

### **Context:**

To present information on how the Council is performing in 2017/18 against nationally set performance indicators that are under the remit of Strong Communities Select Committee.

### **Key Issues:**

The council currently has an established performance framework, this is the way in which we translate our vision - *building sustainable and resilient communities* – into action and ensure that everyone is pulling in the same direction to deliver real and tangible outcomes. The framework was presented to the Committee in July 2017, further information on the council's performance framework for members is available on the Council's intranet, The Hub.

Performance data and information is essential to our performance framework to track and evaluate the progress being made. The performance data used comprises a range of nationally set performance frameworks across various services and locally set indicators that services have developed to evaluate their performance.

One important nationally set framework used to measure local authority performance is 'Public Accountability Measures' set by Data Unit Wales. Appendix 1 contains the performance in quarter 2 2017/18 for the performance indicators that are part of this framework and are under the committee's remit.

The table in Appendix 1 provides trend data for each indicator, the target set, the performance so far in 2017/18 and comments providing further explanation and context of the performance. The indicators are also benchmarked annually compared to other Councils in Wales and the latest quartile ranking from 2016/17 is included, where available and applicable. This quartile ranking was reported to full Council in September 2017 as part of the Stage 2 Improvement Plan 2016/17. Due to the nature of some indicators data is only collated on a six monthly or annual basis. While there are some new indicators included as part of this set which have limited performance data available at this stage.

The Council is currently developing a Corporate Plan that will bring together a wide range of evidence, including from the well-being assessment and council's well-being objectives and statement 2017, to set a clear direction for the Council along with the resources required to

deliver it. Once completed the Corporate Plan will form the framework for future performance reporting.

This performance report is supplementary to a range of performance reports select committee already receive or have requested as part of their work programme. Some activity measured by the Performance Indicators cross cuts select committee remits. These indicators are reported to the most relevant committee.

### **Member Scrutiny:**

Members stressed the need for ease of access for this information.

The level of staff absence was a major concern to members of the committee and asked that People Services were invited back to address the committee on this issue.

It was asked how often members of staff were officially visited while on long term sick leave.

A member asked if agile working added to the levels of stress for members of staff.

It was asked if there is a standard holiday allowance for members of staff.

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

Members scrutinised the performance of the nationally set indicators to assess progress and seek clarity from those responsible on future activities or whether performance can improve in any areas of concern identified.

Particular concerns were raised regarding staff absence due to sickness and felt it imperative that People Services return to the committee to respond to the Committee's concerns.

## **7. Seasonal Garden Waste**

Context:

This report seeks approval to alter the garden waste collection service from 12 months to 9 months from April 2018. This will take into account the seasonal nature of garden waste and align the costs of collection to income generated.

Key Issues:

The collection of garden waste is non-statutory duty and the Council have made a charge for this service since 2013. The Council is able to recover the full costs of collection and administration of the service but not treatment and disposal.

Garden waste is co-collected with food waste at present but changes in contractual arrangements for treatment for food and garden waste mean that this can no longer continue.

From April 2018 the garden waste trucks will only pass customers houses and will no longer need to drive door to door. This standalone service allows us to accurately predict costs of delivering the service based on the existing customers and will also allow us to offer a seasonal service.

The charges for the provision of the service have risen from £8 to £18 over the last five years. The proposed charge for 2018/19 agreed through Fees and Charges Report is £18.45. The increased cost for 2017/18 saw the largest number of complaints and biggest reduction in service uptake since the scheme began. Many customers suggested a seasonal service would be better than the 28% increase in costs and that any future increases should be in line with standard council indexation. There is a substantial drop in usage of the service during the winter months and anecdotal evidence suggests this could be as low as 10% weekly set out rate from December to March. Torfaen and Newport operate a seasonal collection service for garden waste and report no additional issues of flytipping or increased usage of household waste recycling centres during this period.

A programme of work was designed with systems, contact centre, hub staff and customers in mind so that we can alleviate the pressure of trying to renew or register circa 12000 customers. Last year the contact centre had restricted leave during the renewal period, average handling times of 8 minutes, (maximum was 58 minutes) and approximately 200 calls per day to try and manage. Two additional agency staff were paid for from Waste and Street Services budget over the busiest period.

This year our aim is to contact existing customers in batches from the end of January which allows us 2 weeks per batch, ahead of April new permit period. We have reduced the agency staff requirement based on the plans to batch renew customers and are only looking for one additional agency staff and are working closely with contact centre and hubs to try and manage the demand. We have both listened to customer feedback, and made changes to try and alleviate the pressures that sending 12,000 renewals out at one time have caused in previous years.

### **Member Scrutiny:**

A Member applauded the scheme as a well thought out piece of work to save money.

A Member suggested that a frozen price of £18 for two years would be more acceptable to the public.

December to March were felt to be the best months to suspend the service.

It was asked if all costs were covered by the fee charged.

A Member asked if green waste fly tipping may become an issue going forward.

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

Members agreed to approve the move to seasonal garden waste collections March 1st to November 30<sup>th</sup> and agreed the £40,000 budget saving in 2018/19.

Members agreed to maintain the current price of £18 per permit.

Concerns were raised that fly tipping needs to be monitored.

## **8. Budget Scrutiny - Revenue Budget Proposals**

### Context:

To highlight the context within which the Medium Term Financial Plan (MTFP) will be developed for 2018/19 to 2021/22.

To agree the assumptions to be used to update the MTFP, and provide an early indication of the level of budget savings still to be found.

To update Members with the implications arising out of the provisional settlement announcement of Welsh Government.

To consider the 2018/19 budget within the context of the 4 year Medium Term Financial Plan (MTFP) to be incorporated within the emergent Corporate Plan

To provide detailed draft proposals on the budget savings required to meet the gap between available resources and need to spend in 2018/19, for consultation purposes.

### Key Issues:

Members will know that we have faced and will continue to face significant financial challenges. Over the last four years, the Council has had to manage £19.1 million of savings from its service budgets, whilst additionally also taking advantage of the cashflow savings effect of revising its capital finance arrangements of circa £3.3million. Funding from Welsh Government has reduced over the period and austerity looks set to continue for the foreseeable future. At the same time pressures on the budget have been increasing in terms of demographic growth, demand and expectations in children's services, contract price inflation and redundancy costs.

Whilst setting the budget annually within the context of a MTFP, the development of multiyear budget proposals has been a challenge. An ongoing forecast resource gap is being predicted however with the absence of future year's indicative settlements from Welsh government, planning for the future is challenging.

The *Future Monmouthshire* work programme recognizes that the challenges faced by the County and Council are not limited to financial pressures, but these should be seen in the round with other significant challenges. Taking a holistic approach to this work will ensure that the needs of our communities that we serve are put first within the financial constraints that we operate.

The year end position for 2016/17 and the current year monitoring continues to demonstrate the tightening of our financial position. The reports also assess the delivery of the savings we have previously identified. Overall the outturn position for 2016/17 delivered a small surplus, and meant that there was a minor opportunity to replenish some of our reserves.

A review of the earmarked reserves position was undertaken in June 2016 and agreed by Cabinet on 6th July 2016. The report highlighted that as reserves have been used extensively and there is less opportunity to replenish reserve balances as budgets get tighter, ear marked reserves need to work harder to help the Authority through the financial challenges and risks it faces. Reserves should not be used to plug the funding gap and fund on going expenditure, they are needed to help with one off costs to invest and transform services so that they can operate within a reduced financial envelop. Having clearer protocols and responsibility assigned can help to ensure the return from the use of reserves in the future is maximised.

Member Scrutiny:

It was asked if we offer advice to local community councils when setting their precept.

The fact that town and community councils are not capped was raised as an issue by a Member.

A Member voiced frustrations that public perception is that Monmouthshire County Council is 'rolling in money' and asked that figures and examples are readily available to members of the public to raise awareness.

A Member said that local councils could and should take on more responsibilities.

The Cabinet Member for Resources joined the meeting at this point to speak on the budget setting and advised there will be a joint select committee meeting to allow scrutiny.

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

The Committee understand there will be further work to be done on the budget before it comes to joint scrutiny.

#### **9. To exclude the press and public from the meeting during the consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information**

#### **10. Budget Scrutiny - Capital Receipt Forecast Appendix**

The Committee provided scrutiny on this item.

#### **11. Strong Communities forward work programme**

Members noted the work programme.

Members were asked to note the date of the Special Meeting on the 26<sup>th</sup> Feb 2018.

#### **12. Cabinet & Council forward work programme**

Noted.

13. Confirm date and time of next meeting as 15th February 2018 10am - pre meeting at 9.30am

The meeting ended at 12:40pm

**Monmouthshire County Council**

**Directorate of Children and Young People**

**Schools Budget Forum Meeting Minutes**

**Minutes of the Meeting held on Thursday 18<sup>th</sup> January 2018**  
**4.30 pm at Innovation House Magor.**

**Present:**

**Messrs:** Mr W. McLean, County Cllr M. Groucutt, Mr S. Rees (substitute for Mrs S. Gwyer-Roberts), County Cllr R. John Mr P. Nurcombe and Mr S. McLester.

**Mesdames:** Mrs A. Waters (Chair), County Cllr M. Powell, Mrs S. Wright, Mrs E. Lewis, Mrs B Randall Mrs L. Greensmith, Mrs M. Harris, Mrs A. Crossland and Mrs N. Sutherland.

**Advisors:** Mrs N. Wellington, Mr S. Hughes, Mr A. Evans and Mr M. Jay.

**Also Present:** County Cllr P. Murphy for item 5.

**1. Welcome and introductions.**

We welcomed members and introduced ourselves.

**2. To agree the minutes of the meeting held on the 23<sup>rd</sup> November 2017.**

After adding Mrs E. Lewis to the attendance, these were agreed and signed as a true record.

**3. Matters arising.**

There were no matters arising.

**4. To receive apologies and consider consent.**

We received apologies from: Mrs S. Gwyer-Roberts, Mr S. King, Dr A. Daly, Mrs C. Whittaker, Mrs A Holloway, and Mr P. Wilding. Consent was provided for these.

**5. Budget 2018-19 presentation and discussion.**

We welcome County Cllr P. Murphy. The following points were discussed as part of the presentation:

- Over the last 5 years MCC has made saving of £23m, and managed pressures of £15m.
- The settlement for 2018 -19 was again disappointing with MCC having the lowest funding per capita.
- We noted the proposal to increase council tax by 4.95%.



- We understand that the current proposals are to see a further growth in social care budgets, school funding with be a priority and maintained at 2017-18 levels.
- There is a continued commitment to pay the living wage.
- There is a commitment to maintain local services and drive for service efficiencies.
- The summary position is that we were modelling a gap of £4.8m, this included pressure of £2.8m. However we have already seen savings come forward of £3m.
- The education investments are:

• <i>ALN New Bill</i>	£121,000
• <i>Exam Fees for Secondary</i>	£167,000
• <i>Pay Award</i> 1%	£387,000
• <i>Total</i>	£675,000

- The education savings are:

• <i>Federation model</i>	£32,000
• <i>TTO</i>	£95,000
• <i>5% efficiency on S&amp;S</i>	£132,000
• <i>Premature Retirement</i>	£50,000
• <i>Total</i>	£309,000

- Once these were factored in there was a small shortfall, however since then, they non-teaching pay award has been announced at 2%, the budget model assumed 1%, and the latest forecast for 2017-18 indicated recurring pressures of £1.6m.
- There are a number of areas were are working on, including, procurement, high cost placements, fees and charges, grant opportunities and community and home to school transport.
- We noted the high capital investment in our two new schools with a commitment to develop proposals for the other two. This will be matched funded by Welsh Government.
- We discussed and noted the other pressures on the capital programme.
- We understand the consultation process on the proposals finishes on the 31<sup>st</sup> January, with the final budget being set on the 1<sup>st</sup> March.
- We were then asked for questions.

We discussed the procurement process and how this could be made simpler to ensure value for money and ease of process.

Members asked about flat line budgets and the cabinet member said that they were trying to support schools, but given the recent pressures there is no guarantee that this may not need to be considered.

Members asked about the options around term time only payments, the Chief Officer said that there are a number of opinions to be considered, and these would need extensive consultation with both staff and unions.

We raised the issue of grants available to schools and one Headteacher shared her success in obtaining £9,600 from Gwent Now. The finance manager also said that she would be meeting with the MCC grant officer to see if there is anything that schools are able to apply for.

We thanked the Cabinet Member for his presentation and agree to feedback any further questions and ideas we have.

## 6. Month 7 Forecast.

We noted that the following:

School balances at the beginning of the financial year amounted to £269,000.

The Schools budgeted draw upon balances is forecasted to be £877,000 for 2017/18, therefore leaving £608,000 as a forecasted deficit closing reserve balance.

At Month 7, the collective forecasted call on reserves amounted to £823,000, leaving schools with a projected overall deficit of £554,000 – an improvement on the budgeted position of £54,000.

This forecasted position is £126,000 worse, however, than anticipated at the Month 2 stage.

With regard to schools in a deficit, we had 12 schools at the start of the financial year. At Month 7, we anticipate that 12 will be in deficit at the end of this financial year although these are different schools.

While this is a concern, schools are working closely with the LA to manage recovery plans and to ensure that they are taking steps to reduce the deficit.

We understand that schools have started to draft their budgets for 2018-19 and a further update will be provided later.

**7. To receive a briefing paper on the Creditors SLA for 2018-19.**

We are concerned that the costs have risen steeply for this SLA. The members had a number of questions regarding this and therefore agreed to ask the service manager to the next meeting.

**8. To receive and discuss the response from Mr N. Ramsay.**

We were pleased to receive a response and were grateful of his support. We understand that he cannot attend our meeting in March, but the Chair agreed to write to him to see if he could come to the meeting in June. County Cllr John agreed to take any questions back to Mr N. Ramsay.

**9. Items for the next agenda.**

Creditor payments – SLA

**10. Date of the next meeting:**

- 15<sup>th</sup> March 2018 – 4.30pm Innovation House Magor
- 14<sup>th</sup> June 2018 – 4.30pm County Hall Usk. – Please note date change

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

County Councillors: D. Dovey, A. Easson, J. Higginson and R. John

Also in attendance: J. Davies (UNISON)  
R. Lewis (UNISON)  
R. Garner (UNISON)  
L. Gaskell (GMB)  
J. Setchfield (NASUWT)  
P. Strong (NEU)

**OFFICERS IN ATTENDANCE:**

Peter Davies	Chief Officer, Resources
Tracey Harry	Head of People and Information Governance
Sally Thomas	HR Lead
Ian Saunders	Head of Tourism, Leisure and Culture
Tracey Thomas	Youth & Community Manager, Youth Service
Richard Williams	Democratic Services Officer

**APOLOGIES:**

L. Perry (UNISON), J. Standerwick (NASUWT) and A. Haigh (NEU)

- **Declarations of interest**

There were no declarations of interest made by Members.

• **Confirmation of Minutes**

The Joint Advisory Group minutes dated 16<sup>th</sup> October 2017 were confirmed and signed by the Chair.

• **Medium Term Financial Plan 2018/19 to 2021/22 and Draft Budget Proposals 2018/19 for consultation and Draft Capital Budget Proposals 2018/19 to 2021/22.**

We received a presentation by the Chair and reports in respect of the Medium Term Financial Plan 2018/19 to 2021/22 and Draft Budget Proposals 2018/19 for consultation, as well as Draft Capital Budget Proposals 2018/19 to 2021/22.

In doing so, the following points were noted:

- Disability Facility grants - Last year, the £300,000 helped in addressing a number of smaller disabled grants issues. However, it did not fully tackle some of the larger issues. There is still a backlog that requires addressing which will be a matter for Cabinet to consider as the budget is finalised in the coming weeks.

- Home to School Transport budget savings – The Deputy Chief Executive and the Chief Officer, Resources are working with a dedicated group of officers that are looking at an array of areas of work. Short and medium term options are being looked at with regard to transport matters. Some of the initial work that has been conducted is looking at areas such as personal transport budgets and the opportunities around this issue.
- Opportunities are also being looked at regarding children with additional learning needs (ALN) with regard to optimising the transport arrangements for these children in a more cost effective way.
- The timeline for the budget this year is tighter but an all Member scrutiny session is being held on 27<sup>th</sup> February 2018.
- Transport and PTU - Personal transport budgets are being looked at. The latest budget monitoring (Month 7) is reporting a £400,000+ pressure. The Authority needs to understand what the market can provide and also needs to look at driving this as competitively as possible. Another option is to look inwardly to see what may be done with the Authority's existing fleet and explore options available.
- Disabled Facility grants – The Chief Officer, Resources will take the point raised back to the service regarding how local Members might best assist or signpost members of the public who might be eligible to receive Disabled Facility grants.
- The funding ring fenced for schools' redundancy payments has not changed and is being retained at its current level.

We resolved to receive the reports and noted their content.

## **8. Future of Tourism, Culture, Leisure and Youth**

We received a report setting out the conclusions and recommendations of the comprehensive options assessment and Full Business Case to inform the future delivery of sustainable Tourism, Leisure, Culture and Youth (TLCY) services in Monmouthshire.

In doing so, the following points were noted:

- Widespread consultation will be undertaken with affected staff. This will be followed up with a number of meetings whereby teams may come together with a view to further details being made available to the staff. Trade union representation will be present at all of the sessions.
- There will be dedicated HR support available during the whole of the process.

We resolved to receive the report and noted its content.

### **- Items for discussion from the Trade Union Side**

The following item of business was raised by the Trade Union side.

#### **o Car Parking at County Hall, Usk**

Social Services staff have recently moved into E block at the County Hall site, Usk. Concern was expressed regarding the lack of car parking spaces available, in particular, the lack of disabled parking spaces.

The Committee was informed that work is ongoing to address the car parking issues. Additional car parking provision on the site is being investigated. The issue relating to disabled car parking provision will be raised with the Property Services Department.

It is anticipated that the coach parking will be displaced from the County Hall site and be relocated at an alternative site in Magor, which will free up additional parking spaces at the County Hall, Usk site, for staff.

- **Next Meeting**

The next Joint Advisory Group meeting will be held at County Hall, Rhadyr, Usk, on Monday 23rd April 2018 at 10.00am.

**The meeting ended at 10.57 am.**

## Appendix 7 – Summary of Key Feedback from Select Committee scrutiny

- An acknowledgement of the challenges facing the Council in difficult financial times
- Concern that the Authority continues to receive the lowest funding allocation in Wales
- E&D Select Committee being keen to work with senior officers in relation to procurement, with workshops having already taken place to explore opportunities for potential future savings and wider benefits to the Council and the County more widely. The School Budget forum also had an interest in understanding how the procurement process could be made simpler whilst ensuring value for money.
- E&D Select Committee agreeing to scrutinise the Authority's draft commercial strategy which is currently being finalised
- CYP Select Committee welcomed at that time the removal of the blue badge savings proposal and pre-school (breakfast) clubs, as well as the additional resource to help schools with new examinations.
- Adult Select Committee noted concern around the proposal to make cuts to Sunday bus services. It is worthy of note that these services have now been retained in 2018/19 from S106 funding and as part of the final budget proposals.

Note: Feedback from the special Joint Select Committee on 27<sup>th</sup> February 2018 will be presented at the meeting when Cabinet consider the final 2018/19 budget proposals.



Appendix B - Final Settlement Data

**Welsh Local Government Revenue Settlement 2018-2019**

Final

**Table 1a: Change in Aggregate External Finance (AEF) plus top-up funding, adjusted for transfers, by Unitary Authority**

£'000s

Unitary Authority	2017-18 final Aggregate External Finance* plus top-up funding	2018-19 final Aggregate External Finance plus top-up funding	Percentage difference	Rank
Isle of Anglesey	95,191	95,812	0.7%	2
Gwynedd	174,093	175,127	0.6%	4
Conwy	154,386	153,615	-0.5%	20
Denbighshire	143,395	143,119	-0.2%	15
Flintshire	189,565	189,156	-0.2%	16
Wrexham	174,009	174,636	0.4%	8
Powys	174,706	174,026	-0.4%	19
Ceredigion	100,819	101,251	0.4%	6
Pembrokeshire	161,314	161,774	0.3%	9
Carmarthenshire	258,819	259,440	0.2%	11
Swansea	317,122	319,087	0.6%	3
Neath Port Talbot	211,838	212,341	0.2%	12
Bridgend	191,467	191,582	0.1%	13
The Vale of Glamorgan	152,114	152,480	0.2%	10
Rhondda Cynon Taf	362,319	364,176	0.5%	5
Merthyr Tydfil	90,635	90,305	-0.4%	17
Caerphilly	268,248	267,240	-0.4%	18
Blaenau Gwent	110,905	110,351	-0.5%	20
Torfaen	131,652	131,543	-0.1%	14
<b>Monmouthshire</b>	<b>93,737</b>	<b>93,268</b>	<b>-0.5%</b>	<b>20</b>
Newport	211,954	212,790	0.4%	7
Cardiff	437,048	440,947	0.9%	1
<b>Total unitary authorities</b>	<b>4,205,337</b>	<b>4,214,067</b>	<b>0.2%</b>	



## Welsh Local Government Revenue Settlement 2018-2019

Final

Table 1c: Aggregate External Finance (AEF) plus top-up per capita, by Unitary Authority, 2018-19

Unitary Authority	2018-19 final Aggregate External Finance plus top-up funding (£'000s)	2018-19 final Aggregate External Finance plus top-up per capita (£)*	Rank
Isle of Anglesey	95,812	1,365	11
Gwynedd	175,127	1,416	9
Conwy	153,615	1,314	15
Denbighshire	143,119	1,498	5
Flintshire	189,156	1,221	19
Wrexham	174,636	1,250	18
Powys	174,026	1,319	14
Ceredigion	101,251	1,327	13
Pembrokeshire	161,774	1,304	16
Carmarthenshire	259,440	1,394	10
Swansea	319,087	1,303	17
Neath Port Talbot	212,341	1,503	4
Bridgend	191,582	1,341	12
The Vale of Glamorgan	152,480	1,189	21
Rhondda Cynon Taf	364,176	1,527	2
Merthyr Tydfil	90,305	1,525	3
Caerphilly	267,240	1,476	6
Blaenau Gwent	110,351	1,589	1
Torfaen	131,543	1,430	8
Monmouthshire	93,268	1,004	22
Newport	212,790	1,431	7
Cardiff	440,947	1,202	20
<b>Total unitary authorities</b>	<b>4,214,067</b>	<b>1,348</b>	

\* Based upon 2014-based, 2018 population projections

**Welsh Local Government Revenue Settlement 2018-2019**

Final

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

<b>Existing Grant name</b>	<b>2017-18</b>	<b>2018-19</b>
<b>Communities and Children</b>		
Supporting People	123.688	123.688
Flying Start Revenue Grant	76.052	74.683
Families First	38.352	37.661
Communities First	19.647	0.000
Childcare Offer	10.000	25.000
Communities for Work	7.120	7.199
Cardiff Bay Legacy	5.891	5.400
Promoting Positive Engagement for Young People	4.330	4.330
Out of School Childcare	2.300	2.300
Violence against Women, Domestic Abuse & Sexual Violence Grant	1.938	1.938
St David's Day Fund	1.000	1.000
Lift	0.990	0.000
National Approach to Advocacy	0.550	0.550
Community Cohesion	0.360	0.360
Maintaining the Delivery of the Wales Adoption Register	0.172	0.172
Armed Forces Day	0.035	0.140
Remploy Employment Support Grant	0.006	0.002
Communities First Legacy	0.000	6.000
Communities Work Plus	0.000	10.050
<b>Economy and Infrastructure</b>		
Concessionary Fares	60.466	NA
Bus Services Support Grant	25.000	NA
Bus Revenue Support Traws Cymru	3.057	NA
Road Safety Grant	2.000	2.000
Young Persons Discounted Bus Travel Scheme	1.000	NA
Bus Revenue Support	0.546	NA
New Developments	0.500	0.000
Enterprise Zones	0.271	0.064
Ports Development Fund	0.090	0.000
Community Rail Partnership	0.065	NA
Travel Plan Co-ordinators	0.011	0.000
<b>Education</b>		
Education Improvement Grant	133.282	118.137
Pupil Development Grant	91.333	91.333
Pioneer Schools	7.895	7.105
Youth Support Grant	3.856	3.470
Small and Rural Schools Grant	2.500	2.500
Reducing infant class sizes grant	2.000	3.000
School Uniform Grant	0.700	0.000
Modern Foreign Languages	0.480	0.432
Senior Business Managers	0.200	0.200
Mentoring and Networking Support for Headteachers	0.150	0.140
Advisory team on Delivery of Foundation Phase for 3-4 year olds	0.041	0.000
National Numeracy Tests - Supported Marking Grant to Consortia	0.020	0.020
<b>Environment and Rural Affairs</b>		

Single Revenue Grant - See note below	61.790	20.793
Waste Infrastructure Procurement Programme - Gate Fee Contributions	7.507	7.867
Animal Health & welfare Framework Funding	0.200	0.200
Financial support to enable prosecution to be brought for breaches in the TB Order	0.188	0.000
Renewal of Grant for the South Wales Regional Aggregate Working Party	0.050	0.050
Waste Planning Monitoring Report - North Wales and South East Wales	0.049	0.049
Waste Planning Monitoring Report - South West Wales	0.025	0.025
Renewal of Grant for the North Wales Regional Aggregate Working Party	0.025	0.025
<b>Finance and Local Government</b>		
Cardiff Capital City Deal	20.000	10.000
High Street Rate Relief	10.000	4.500
Child Burials	0.200	0.600
<b>Lifelong Learning and Welsh Language</b>		
Post-16 Provision in Schools	98.422	92.287
Adult Community Learning	4.307	4.307
Additional Learning Needs Innovation Fund	1.320	0.000
Learning in Digital Wales (Phase 2)	0.500	0.450
Promote and Facilitate the use of the Welsh language	0.314	0.314
Development of the Seren Network	0.120	0.300
<b>Social Services and Public Health</b>		
Welsh Independent Living Grant	27.000	RSG
Substance Misuse Action Fund	22.663	22.663
Social Care Workforce Grant	19.000	RSG
Expanding Edge of Care Services	5.000	RSG
Carer's Respite Care Grant	3.000	RSG
Support for Care Leavers	1.650	RSG
Reflect Project	0.850	RSG
Secure Estates	0.412	RSG
National Framework for Fostering	0.400	RSG
Development of Adoption Support Services in Wales	0.215	0.090
<b>All Grants</b>	<b>913.100</b>	<b>693.393</b>
<b>All Grants excluding NA (for like-for like comparison)</b>	<b>730.529</b>	<b>693.393</b>

1 The information shown above details the total amount of each grant. Some grants may be split between local authorities and other bodies.

2 It is important to note that amounts for future years are indicative at this stage and are liable to change.

3 Formal notification of grant allocations is a matter for the relevant policy area.

NA = figures not available at time of publication

RSG = funding transferring to Revenue Support Grant

Single Revenue Grant - £35m of Waste Budget element transferred to Revenue Support Grant

Development of Adoption Support Services in Wales - £125,000 transferred to Revenue Support Grant

## Appendix D - Summary of Evidence Based Pressures

Pressures	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Children & Young People	1,192	66	0	0
Social Care & Health	1,642	1,124	857	70
Enterprise	597	138	0	0
Resources	346	0	0	0
Chief Executives Unit	582	72	75	62
Corporate Costs & Levies	1,126	2,173	2,276	2,368
Appropriations	90	143	18	22
Financing	0	0	0	0
<b>Totals</b>	<b>5,575</b>	<b>3,716</b>	<b>3,226</b>	<b>2,522</b>

Children & Young People	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
CYP New Bill Responsibilities ALN	121	66		
CYP ALN pressure reduction	(60)			
CYP Exam Fees	167			
CYP Pay award for schools (1%)	279			
CYP Month 7 monitoring activity pressure (ALN)	500			
CYP Reduction in Month 7 Pressure	(150)			
CYP Indicative effect APT&C Pay award (further 1% for teachers, full impact 2% for APT&C staff working in schools)	335			
<b>CYP Core Funding</b>	<b>1,192</b>	<b>66</b>	<b>0</b>	<b>0</b>

Social Care & Health	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
SCH National living wage	434	434		
SCH Capital threshold	501	501	668	
SCH Childrens Services Overspend (£561k tot)	113	189	189	70
SCH Safeguarding Post	60			
SCH Month 7 monitoring activity pressure (Childrens services LAC)	534			
<b>SCH Core Funding</b>	<b>1,642</b>	<b>1,124</b>	<b>857</b>	<b>70</b>

Enterprise	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
ENT Leisure Income - Extended Monmouth rebuild consequences	146			
ENT Monmouth pool (reduction in income loss being brought into 17/18)	(97)			
ENT Housing Private leasing Pressure	288			
ENT Housing leasing pressure reduction	(238)	238		
ENT Net Community Development Partnership saving 17-18 not delivered	55			

ENT Future Monmouthshire Team	200			
One off investment to deliver 2018-19 budget	100	(100)		
ENT Leisure Trust facilitation	143			
<b>ENT Core Funding</b>	<b>597</b>	<b>138</b>	<b>0</b>	<b>0</b>

Chief Executive's Unit	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000
OPS PTU	0	72	75	62
OPS Waste Grant pressure	110			
OPS Month 7 monitoring activity pressure (transport)	472			
<b>CEO Core Funding</b>	<b>582</b>	<b>72</b>	<b>75</b>	<b>62</b>

Resources	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000
RES 10% reduction in Housing Benefit Grant	26			
RES Summons income reduction	20			
RES Merchant Card Fee costs	10			
RES SRS Enhanced security & enterprise agreement (£75k to £105k)	146			
RES ICT Security Team budget Pressure	44			
RES Procurement saving 17-18 removed and refreshed	100			
<b>RES Core Funding</b>	<b>346</b>	<b>0</b>	<b>0</b>	<b>0</b>

Corporate Costs & Levies	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000
CORP Living Wage Foundation increase	142	29		
CORP Insurance Renewal Premia Cost Increase	124			
CORP Redundancy strain cost	20			
CORP Indicative effect APT&C Pay award (1% increase already captured in Directorate budgets, so additional 1% consequence)	797			
CORP Fire service precept	50			
CORP Precept	3			
CORP Precept BBNP	(6)			
CORP Precept Drainage Levies	(4)			
Unidentified Pressures	0	2,145	2,276	2,368
<b>Corporate Costs &amp; Levies Core Funding</b>	<b>1,126</b>	<b>2,173</b>	<b>2,276</b>	<b>2,368</b>

Appropriations	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000
OPS Waste vehicles replacement, annual borrowing cost	0	95		
City Deal borrowing costs	90	48	18	22
<b>Appropriations Core Funding</b>	<b>90</b>	<b>143</b>	<b>18</b>	<b>22</b>

## Appendix E - Summary of budget proposals

Disinvestment by Directorate	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Children & Young People	(631)	(23)	0	0
Social Care, Health & Housing	(925)	(725)	(189)	(189)
Enterprise	(242)	0	0	0
Resources	(772)	0	0	0
Chief Executives Units	(1,296)	240	0	0
Corporate Costs & Levies	0	0	0	0
Appropriations	(396)	63	113	(86)
Financing	(800)	0	0	0
<b>Totals</b>	<b>(5,061)</b>	<b>(445)</b>	<b>(76)</b>	<b>(275)</b>

Children & Young People	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Federated school model	(32)	(23)		
General 5% reduction on supplies & services	(132)			
Reduce school premature retirement budget	(50)			
CYP - Increased fee & charges income - Breakfast clubs	(125)			
CYP Acceleration of ALN review	(107)			
CYP - Mounton House Increase Charges	(68)			
CYP - Reduction in ISB for new schools maintenance budget reduction	(117)			
<b>CYP Totals</b>	<b>(631)</b>	<b>(23)</b>	<b>0</b>	<b>0</b>

Social Care & Health	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Adult Social Services	(638)	(536)		
Childrens Services (Saving £680k, pressure £561k, net saving in yr 4 £119k)	(113)	(189)	(189)	(189)
SCH - Increased fee & charges income - Meals on wheels	(15)			
SCH - Increased fee & charges income – Registrars	(12)			
SCH Targeted reduction high cost placements posts	(147)			
<b>SCH Totals</b>	<b>(925)</b>	<b>(725)</b>	<b>(189)</b>	<b>(189)</b>

Enterprise	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
ENT (Fut Mon) Increased fee & charges income - Further 2.5% increase for others	(32)			
ENT (Fut Mon) Targeted reduction in agency costs	(80)			
ENT (Fut Mon) Decrease travel costs (travel free weeks, digital use, car sharing, pool car use)	(72)			
ENT (Fut Mon) Targeted reduction in overtime	(28)			
ENT Community hubs- vacant post freeze and software savings	(30)			
<b>ENT Totals</b>	<b>(242)</b>	<b>0</b>	<b>0</b>	<b>0</b>

Chief Executive's Unit	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Car Parks Net 7.5% increase in charges above 2.5% RPI (10% in total)	(100)			
Car Parks 10% increase in permits	(10)			
Car Parks Increase resident permits from £40-£60	(3)			
Car Parks Penalties increase to £70 discounted £35	(9)			
Grounds/waste - Reduced opening hours at all CA sites	(13)			
Grounds/waste - Stop Bailey park bowls maintenance	(10)			
Grounds/waste - Rationalise shrub bed maintenance	(12)			
Grounds/waste - 1 year freeze of Head of waste post	(40)	40		
Property - School meals Price Increase (net after 2.5% RPI)	(23)			
Property income - External Fees (net after 2.5% RPI)	(19)			
Property - Council wide Postage savings	(5)			
Highways - Road Traffic Incident recovery of costs	(15)			
Highways - Improved Plant utilisation/recovery	(40)			
Passenger Transport - Route 65 changes	(25)			
Passenger Transport - CPC Staff Training	(9)			
Passenger Transport - S106 Funding to support Sunday Routes 74, 69, 83, 60	(26)			
CEO/OPS - PTU Improved payment terms at 2.5% reduction in costs	(30)			
CEO/OPS - PTU- DPS retendering and route optimisation	(171)			
CEO/OPS - TRANS - Independent fleet review	(20)			
CEO/OPS - PTU Introduction of personal transport budgets	(31)			
CEO/OPS - PTU extended provision of MCC inhouse ALN transport service	(41)			
CEO/OPS Highways - Insuring Full overhead recovery on all works	(140)			
CEO/OPS Highways - displace core costs with grant	(200)	200		
CEO/OPS Raglan Training Centre income increase	(49)			
CEO/OPS - Catering Increased fee & charges income - School meals, extra 25p per meal in addition to 2.5% annual increase agreed for fees & charges	(100)			
CEO/OPS -PTU school transport concessionary fares increase from £390 to £440 pa.	(16)			
CEO/OPS Apportionment of Waste Recycling (BGCBC)	(100)			
CEO/OPS Seasonal Garden Waste	(40)			
<b>CEO Totals</b>	<b>(1,296)</b>	<b>240</b>	<b>0</b>	<b>0</b>

Resources	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Schools based Revenues SLA (to reflect actual)	(39)			
Comino system change	(10)			
Housing Benefit team savings	(8)			
Insurance staff saving	(26)			
IT Equipment budget saving	(30)			
SRS saving	(50)			

Public Sector Broadband Agreement PSBA saving (£155k-£22k)	(133)			
RES (Corp Lan) Commercial Property investment income	(30)			
RES (Procurement - freeze, cease or consolidate non essential spend)	(155)			
RES (Procurement - third party supplier spend reduction)	(29)			
RES (Procurement - Gateway Review)	(150)			
RES (Procurement - supplementary duplicate payment review)	(25)			
RES (Reviewing Technology and Systems and Utilisation of Automation and AI)	(87)			
<b>Resources Totals</b>	<b>(772)</b>	<b>0</b>	<b>0</b>	<b>0</b>

Appropriations	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Interest Payable	(533)	140	53	(67)
Interest Receivable	136	76	(1)	1
MRP	51	(153)	61	(20)
APP - Utilise more short term variable borrowing	(50)			
<b>Appropriations Totals</b>	<b>(396)</b>	<b>63</b>	<b>113</b>	<b>(86)</b>

Financing	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Council Tax Increase from Base changes (net of CTRS)	(435)			
FIN - Council tax gain upon completions	(220)			
CTRS	(95)			
FIN - Further Reduction in Council tax reduction scheme budget	(50)			
<b>Financing Totals</b>	<b>(800)</b>	<b>0</b>	<b>0</b>	<b>0</b>



## Appendix E/1 -Children & Young People New & Amended Proposals

Project Strand:	Fees and Charges.	Responsible Officer:	Nikki Wellington
Proposal	Before Schools Clubs charging for Childcare element.	Accountable Officer:	Sharon Randall-Smith
Proposal No:	1	Date:	12 <sup>th</sup> February 2018
Version	Date	Changes Made	
1	12 <sup>th</sup> February 2018		
2			

### Strand Summary (Please include a brief description of work strand being explored)

**This proposal is to charge £1 per pupil to attend the before schools clubs held in our schools. These clubs usually run for 1 hour, the first 30 minutes are childcare and the remaining 30 minutes are for breakfast. The proposal is that if a child attends for the full hour, they will pay £1 for the childcare element. If they attend only for the second 30 minutes there will be no charge.**

**All children who are entitled to free school meals can attend the whole session with no charge.**

### Saving Proposals (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	To introduce a charge of £1 for the childcare element of our before school clubs.	Most of the primary schools in Monmouthshire run a before school club, these usually run for an hour. The first 30 minutes of the club are childcare with the second 30 minutes being for breakfast. The proposal is that pupils attending for the full hour will be charged £1. Those that just come for the breakfast element will be free. All pupils entitled to free school meals will have no charge.	

### Engagement and Consultation (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Inclusion Model	Headteachers.	We have discussed this at our Headteacher meetings. While no formal consultation has taken place headteachers seemed broadly in favour of the proposal.
2			
3			

### Resource Investment Required (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1		Nil						
2								
3								

### Implementation Timeframe (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Charges for the childcare element of Before School Clubs.	Consultation and set up the system to record payments. It is proposed this will go through the current school meal system (ParentPay).	Introduce the charges.	Review charges and impact on attendance.
2				
3				

### Budget Saving Estimate (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Charges for the childcare element of Before School Clubs.	Nil	Nil	Nil	£71,350 (4 months)	£53,650 (3 months)	£125,000	£214,000

2								
3								
	<b>Total</b>	Nil	Nil	Nil	£71,350	£53,650	£125,000	£214,000

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No		Benefit
1	Charges for the childcare element of Before School Clubs.	While this will be a cost to the parents, it is still cheaper than other childcare providers. Working parents will be able to drop their children off in a safe environment, with the knowledge that they will be provided with a free breakfast before attending school. If a pupil attends just for the breakfast element this will be provided free.  Those children that are entitled to Free School Meals will be allowed to attend this club free of charge. Schools will not distinguish between those entitled to Free School Meals and those pupils who are not.
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Charges for the childcare element of Before School Clubs.	Pupils will be provided with a health breakfast prior to starting school. All pupils entitled to free school meals can attend with no charge. The clubs will become more sustainable, as the income will offset some of the costs that are currently incurred.	
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Charges for the childcare element of Before School Clubs.	The charges are £1 per day. It is assumed that there will be a 10% drop off in the current numbers. It is assumed that the charging will commence on 1 <sup>st</sup> September 2018.
2		
3		
4		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level	
			Type (Operational/Strategic/Political)	Likelihood (0-5)	Impact (0-5)			Overall Level
1	Charges for the childcare element of Before School Clubs.	Numbers attending the before school clubs will drop by more than 10%. Therefore the anticipated income is not achieved.	Operational Strategic	5	5	25	Working with schools to promote the benefit of before schools clubs. The costs are lower than other childcare providers.	3x5=15
2								
3								

Project Strand:	High Cost Placements	Responsible Officer:	Nikki Wellington
Proposal	ALN Placements	Accountable Officer:	
Proposal No:	1	Date:	5 <sup>th</sup> February 2018
Version	Date	Changes Made	
1	5 <sup>th</sup> February 2018		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

Develop a new Inclusion model for all pupils in Monmouthshire. The aim of this model is to keep pupils close to their families and local communities wherever possible. The provision will meet the needs of the majority of Monmouthshire pupils, however where there is very specialist needs there will still be a need to seek specialist provision for these. This will be managed by the Local Authority and staff with specialist skill will be employed to work across Monmouthshire, they will also work with our schools to develop capacity.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	To develop an inclusion model to meet the needs of pupils in Monmouthshire and maintain pupils in their local school	Develop an inclusion model to support pupils within Monmouthshire to allow them and to have their needs met in their local community school... This will include supporting all our schools to build capacity, alongside a number of specialist provisions, both for short and long term support. There are two areas that models are being developed for, the first is Additional Learning Needs and the second is Behaviour. While these models are slightly different for each, they both support the principle for pupils to attend local provision wherever possible.	Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Inclusion Model	CYP Select	While CYP Select Committee have received the initial proposal, further updates will be required and we will be seeking Cabinet approval to undertake the statutory consultation for the above proposal.
2		Head Teachers	Head teachers have been consulted with about the need and range of provision required and initial underlying principles have been discussed
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1		Nil						
2								
3								

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Inclusion Model	Consultation	Developing new model if approved	Implementation for ALN in April 2019 and for inclusion September 2019.
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Inclusion Model	Nil	Nil	Nil	£107,000	Nil	£107,000	Up to £500k in year 3
2								
3								
	<b>Total</b>	Nil	Nil	Nil	£107,000	Nil	£107,000	Up to £500k in

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	Inclusion	The provision will enable us to maintain more young people with additional learning needs; with behaviour, social and emotional needs and those from vulnerable groups within Monmouthshire, rather than require out county specialist provision. This will maintain young people within their local community and with their family.
2		The greater range of local provision and experience will provide greater opportunities for outreach support and school to school work to build the skills of all staff in meeting a wider range of needs and in doing so, enhance the capacity of all schools
3		This will reduce the amount of transport needed to carry pupils' long distances to out of county provision. Over time, this will reduce the carbon foot print fewer pupils will be transported and where they are, the distances will be shorter.

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Inclusion	This will reduce the need for out county transport and should reduce the carbon foot print associated with provision. The above will reduce the passenger transport costs associated with provision delivery as there will be more suitable local provision available.	
2		Pupils with additional learning needs and vulnerable pupils will be supported within the Local Authority and have access to a package of local services; e.g. EPS, Counselling, Safeguarding	
3		Links with children, young people and their families will be stronger because of the local provision offer will be sufficiently wide to meet the majority of needs.	

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Inclusion	Assumptions have been made that young people currently in specialist out county SEBD/ASD provision will complete their education at these establishments
2		Assumptions have been made that a limited number of young people will require specialist provision in out of county for September 2018
3		Assumption is that the SEBD/ASD provision will be running from September 2018
4		The LA would be recouping £50,000 from other LAS as a result of LAC pupils being placed in Monmouthshire, this could be higher

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Type (Operational/ Strategic/ Political)	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
				Likelihood (0-5)	Impact (0-5)	Overall Level		
1	Inclusion	Some pupils may require specialist provision for September 2018 and cannot wait until Sept 2019	Operational Strategic Political	5	5	25	Work with relevant parties to maintain existing temporary solution for academic year 2018-2019, this will require work with parents, school and governing body	3x5=15
2	Inclusion	Some pupils may have a diagnosis of ASD in addition to their SEBD and therefore specialist provision will be required in Sept 2018	Operational	3	5	15	There are no mitigating factors here as if children have a health diagnosis then the LA cannot place in its current special school	3x5=15
3	Inclusion	The project does not gain political backing	Political	5	5	25	Rationale, aims and benefits of project needs to be shared with members, via political processes	3x3= 9

Project Strand:	Fees and Charges.	Responsible Officer:	Nikki Wellington
Proposal	Increasing residential charges for Mounton House.	Accountable Officer:	Sharon Randall-Smith
Proposal No:	3	Date:	12 <sup>th</sup> February 2018
<b>Version</b>	<b>Date</b>	<b>Changes Made</b>	
1	12 <sup>th</sup> February 2018		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

This proposal is to increase the charges by 25% for the residential element for Mounton House. The current charges are £58,271 therefore the charges would increase to £72,839. The current charges do not cover the costs of running the provision, the new charges would cover the running costs.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	To increase the recoupment charges for residential pupils at Mounton House.	There are currently 8 residential pupils at Mounton House, all these pupils are from neighbouring counties and currently pay £58,271. These charges do not cover the cost of the provision and therefore the proposal is to increase these charges by 25% to ensure full cost recovery. These will be introduced from 1 September 2018.	

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	To increase the recoupment charges for residential pupils at Mounton House.	These proposals have been discussed with DMT and ALN colleagues.	The details of this proposal have been shared with colleagues in ALN. The proposal has been changed to incorporate their views.
2			
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1		Nil						
2								
3								

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	To increase the recoupment charges for residential pupils at Mounton House.	Consultation with relevant authorities and partners.	Introduce the increased charges.	Review charges and impact placements.
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	To increase the recoupment charges for residential pupils at Mounton House.	Nil	Nil	Nil	£34,000	£34,000	£68,000	£116,000
2								
3								
	<b>Total</b>	Nil	Nil	Nil	£34,000	£34,000	£68,000	£116,000

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No		Benefit
1	To increase the recoupment charges for residential pupils at Mounon House.	The current charges result in MCC subsidising pupil placements that attend Mounon House on a residential placement. The benefit will ensure that all costs are covered.
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	To increase the recoupment charges for residential pupils at Mounon House.	The economic impact will ensure that there is no subsidy for pupils attending on a residential placement.  There could be a drop in the number of placements due to the increase in charges.	Positive  Negative
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	To increase the recoupment charges for residential pupils at Mounon House.	The assumption is that the charges increase by 25% from September 2018. It is also assumed that the pupil numbers attending do not drop and therefore the full increase is achieved.
2		
3		
4		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level	
			Type (Operational/Strategic/Political)	Likelihood (0-5)	Impact (0-5)			Overall Level
1	To increase the recoupment charges for residential pupils at Mounon House.	The number of pupils staying on a residential basis drops and therefore the income is not achieved.	Operational Strategic	5	5	25	Full consultation is undertaken with the relevant authorities to explain the reason for the changes and to seek to maintain the placement.	4x5=20
2								
3								

Project Strand:	Pressures & Previous Reviews	Responsible Officer:	Tyrone Stokes
Proposal	ALN/CYP	Accountable Officer:	Peter Davies
Proposal No:	3 & 4	Date:	8/2/18
<b>Version</b>	<b>Date</b>	<b>Changes Made</b>	
1	8.2.18		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

**PROPOSAL No. 3**

Review the evidenced based pressure within the 2018/19 MTFP for new Bill responsibilities for ALN. This pressure put a £121K increase for 2018/19 and £66K in 2019/20.

The new Bill moves away from the Local Authority issuing a statement to an Individual Development Plan. The proposed date for implementation was 2019 but this has now been put back to 2020.

The £121K for 2018/19 and £66K 2019/20 was based on resource needs to implement the transition period for the original date of 2019. With the date pushed back a year to 2020 this pressure can be reduced downward to £60K for 2018/19 and £60K for 2019/20, so a £67K reduction due to having another year to prepare.

**PROPOSAL No. 4**

As a result of the formal 2017/18 forecast timetable, the month 7 forecast exhibited a £500K overspend on high cost placements. After conducting a month 9 forecast to check on the most up to date projections, the overspend reduced down to £350K, hence the budgeted pressure moving forward into 2018/19 can reduce by £150K.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
3	Review the pressure to investigate its origin and assess the future requirement	The original evidenced pressure looked at the additional resources required to implement Bill changes. However the Bill implementation date has been delayed by one year so the resource implications have been reviewed and reduced accordingly.	Yes
4	Review the month 7 £500K pressure that emerged for overspend on high cost placements	As part of formal forecasting, CYP forecast an overspend of £500K on high cost placements, which was then built into the MTFP budget. However on completion of a month 9 forecast this overspend reduced down by £150K to £350K overspend.	Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
3	ALN	Nikki Wellington/Will McLean	Discussion of the proposal, nature of its occurrence and impact of saving proposal
4	CYP	Nikki Wellington/Will McLean	Discussion of the proposal, nature of its occurrence and impact of saving proposal

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1								
2								
3								

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)

1				
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
3	ALN						61	6
4	CYP						150	
	<b>Total</b>						<b>211</b>	<b>6</b>

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1		
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1			
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1		
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Type (Operational/ Strategic/ Political)	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
				Likelihood (0-5)	Impact (0-5)	Overall Level		
3	ALN	Low	Operational	4	2	6		
4	CYP	Low	Operational	4	3	7		



## Appendix E/2- SCH New & Amended Proposals

Project Strand:	Setting our Strategy for Fees and Charges	Responsible Officer:	Stacey Jones
Proposal	Community Meals	Accountable Officer:	Kellie Beirne/ Peter Davies
Proposal No:	1	Date:	15.02.2018
Version	Date	Changes Made	
1	15.02.2018		
2			

### Strand Summary (Please include a brief description of work strand being explored)

To review all fees and charges associated with our current traded services with a view to identifying any opportunities to generate additional income from our current services and to identify any new commercial opportunities.

### Saving Proposals (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Increase Community Meals Unit Rate	To increase the unit rate per meal from the current proposal of £4.25 to £4.50 to align our services with current market rates.	
2	Private Community Meals Provision	The authority has invested in marketing, and service appropriate vehicle and uniform branding to allow the community services department to branch into the private element of providing community meals. This proposal looks at targeting the section with generating income from delivering these services in 2018-19.	

### Engagement and Consultation (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Increase Community Meals Unit Rate	Claire Marchant/Tyrone Stokes	Consulted through budget setting process
2	Private Community Meals Provision	Claire Marchant/Tyrone Stokes	
3			

### Resource Investment Required (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	N/A	Investments have already been made in the features described above						
2	N/A							
3								

### Implementation Timeframe (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Increase Community Meals Unit Rate	x		
2	Private Community Meals Provision	x		
3				

### Budget Saving Estimate (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving

		Cost/Saving						
1	Increase Community Meals Unit Rate		£2,500	£2,500	£2,500	£2,500	£10,000	tbc
2	Private Community Meals Provision			£1,666	£1,667	£1,667	£5,000	tbc
3								
	<b>Total</b>						<b>£15,000</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1		
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1			
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Increase Community Meals Unit Rate	10% drop off in demand for every 10p increase in price
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/Strategic/Political)	Likelihood (0-5)	Impact (0-5)		
1	Increase Community Meals Unit Rate	Drop off rate could offset any benefit achieved	Operational	1	0	0	Calculations taken into account drop off rates and scenarios have been developed
2	Private Community Meals	Speculative nature of offering services in market	Operational	1	0	0	Market research is ongoing

Project Strand:	High Cost Placements	Responsible Officer:	Tyrone Stokes
Proposal	Reduce high cost placements in Children Services	Accountable Officer:	Claire Marchant
Proposal No:	2	Date:	7 <sup>th</sup> February 2018
Version	Date	Changes Made	
1	7 <sup>th</sup> February 2018		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

**13 high cost placements have been identified. Of these 4 have been secured through the 4C's contract with the remaining 9 placements procured through Commissioning and Social Work Teams.**

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
11	To undertake a review of high cost placements within the Children Service's team	<p>To develop a costing worksheet to engage with non-framework providers to better understand and breakdown their costs</p> <p>Link in with the regional work hosted by Blaenau Gwent CBC to review non framework high cost placements.</p> <p>Extend the initial scoping of the Pathways to Independence (P2I) work established which looked at reviewing high cost placements. Before costs can be challenged with a provider we need to not only understand their costs, but we need to have an up to date and robust assessment of need.</p> <p>In relation to any Continuing Care implications there is a consultation that will be looking at the regional protocol to challenge Health decision making and interpretation of Health versus Social care needs.</p> <p>The initial scoping exercise has targeted a saving based on a 5% (amber risk) and 8% (red risk) on the anticipated return, once the cost structure of providers has been obtained and linked with the up to date assessment of needs. Of the scoping exercise 4 placements are made through our existing 4C's framework so these costs have already been reviewed and have the best price commissioned. The anticipated return will be crystallised as a result of the negotiation required with non-framework providers to review costs in light of the up to date assessment of needs.</p> <p>We are also incorporating into the directorate, from 2018/19, the Face to Face team from the Youth service to boost the Early intervention and Prevention.</p>	Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
11	Children Services high cost placement review	Claire Marchant/Jane Rodgers and SCH DMT	

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
11	Resource to negotiate on costs with provider and also one that can link up with all the various work streams so costs can be linked to outcomes and assessment of need	Needs to be developed further following the scoping exercise by the Finance Manager	-	TBC	TBC	TBC	TBC	TBC

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
11	Children Services high cost placement review	Partial	Partial	

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
11	Children Services high cost placement review	-	-	-	-	-	£147,000	-
	<b>Total</b>	-	-	-	-	-	<b>£147,000</b>	-

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
11	Children Services high cost placement review	Greater understanding of the market and how costs link with assessed needs and outcomes.

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
11	Children Services high cost placement review	On the fifth corporate objective namely "The Council ensures permanent accommodation for Looked After Children"	Negative
11	Children Services high cost placement review	Costs could increase as any review is not contained to one way traffic (reduction in the Council's favour) and providers may identify "hidden" costs	Negative

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
11	Children Services high cost placement review	Anticipated return based on previous work streams within Adults

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Type (Operational/ Strategic/ Political)	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
				Likelihood (0-5)	Impact (0-5)	Overall Level		
11	Children Services high cost placement review	High	Operational/strategic	5	5	10	Difficult in what is a specialised market with sometimes only one provider and packages being largely of a bespoke nature	

## Appendix E/3 - Resources New & Amended Proposals

Project Strand:	Commercial	Responsible Officer:	Debra Hill-Howells
Proposal	To generate £30,000 net rental income from the acquisition of investment properties	Accountable Officer:	Peter Davies
Proposal No:		Date:	14.02.18
Version	Date	Changes Made	
1			
2			

### Strand Summary (Please include a brief description of work strand being explored)

Exploring potential income streams through the adoption of a commercial approach. This has focused on property, energy and traded services.

### Saving Proposals (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Generate £30,000 from investment portfolio	It is proposed that the Council adopts a policy whereby it acquires investment properties through the use of borrowing which will generate a net rental income.	

### Engagement and Consultation (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	1	Economy & Development Scrutiny Committee	<p>Feb 2016 scrutiny committee, see below</p> <p>Have been in discussions with Finance to agree business model parameters</p> <p>Have taken legal advice from Acurity Legal &amp; Hugh James solicitors</p> <p>Have taken advice on the proposed acquisitions, commercial opportunities etc. from Alder King</p> <p><b>Recommendation:</b></p> <p>We resolved to agree recommendations within the report:</p> <p>That Scrutiny review the proposed acquisition policy for investment properties prior to consideration by Cabinet</p> <p><b>Committee's Conclusion:</b></p> <p>Chair's Summary:</p> <p>The committee highlighted key information, as follows:</p> <ul style="list-style-type: none"> <li>• Recommendations should include that focus should be maintained within Monmouthshire for investment would not close to other areas.</li> <li>- Scrutiny of business cases was recognised as an important function and should take place</li> <li>- Valuable contribution through discussion was noted</li> <li>- Agreed that Members would receive the paper for information, prior to it being presented to Cabinet</li> </ul> <p>We thanked officers for information presented.</p>
2			
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	Generate £30,000 from investment portfolio	Each acquisition has to be funded through borrowing. Therefore the gross rent received will need to finance funding costs, repairs etc. and generate a net return	None					Not known at this time
2								
3								

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Generate £30,000 from investment portfolio	None as strategy will need to be agreed by Council and asset acquired.	£30,000	Significant potential to generate income depending on the risk and funding appetite of the Council.
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Generate £30,000 from investment portfolio	None	None	None	None	£30,000 income (not cost saving)	£30,000 income (not cost saving)	
2								
3								
	<b>Total</b>							

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	Generate £30,000 from investment portfolio	Ability to support economic development growth, safeguard or increase jobs, provide residential properties
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Generate £30,000 from investment portfolio	Ability to support economic development, jobs and generate a net rental income	Positive
2		Potential risks from Brexit, localised market, competing with the private sector, risk appetite and volatility of the property market	Negative
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Generate £30,000 from investment portfolio	<ul style="list-style-type: none"> <li>That Council approve the adoption of an asset investment / commercial strategy</li> <li>That funding is available via PWLB to acquire the assets.</li> <li>Suitable acquisition opportunities are presented.</li> </ul>

Project Strand:	Procurement	Responsible Officer:	Scott James – Stacey Jones
Proposal	Freeze, cease or consolidate-non essential spend	Accountable Officer:	R O'Dwyer
Proposal No:	1	Date:	09.02.18
<b>Version</b>	<b>Date</b>	<b>Changes Made</b>	
1	09.02.18		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

Examine all cross directorate categories of expenditure where there is ability to turn off or reduce demand.

The categories of expenditure include:

1. Stationery
2. Photocopying
3. Mobile Phones
4. Printing
5. Postage

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Stationery	Turn off 60% of the demand. Utilise existing stocks where practical. Saving £50,000	Yes
2	Photocopying	Re procure commodity, saving £80,000. Previous expenditure 16/17 £199,372 against 18/19 of £115, 080 (calculation based on current usage)	Yes
3	Mobile Phones	Robust Contract Management will yield £10,000 – ensuring officers are on the correct tariffs as well as contract rationalisation.  £5,000 identified through a reduction in print services	Yes
4	Printing	£10,000 identified through a reduction in postal services	Yes
5	Postage		Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Horizontal Aggregation	R O'Dwyer – P Davies	Identification of the commodities in question has been agreed and confirmed with R O'Dwyer ( as the Accountable Officer)
2			
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1 - 5	Horizontal Aggregation			20 % 1 FTE + £1,500 Contract Management Training Fee	20 % 1 FTE	20 % 1 FTE	20 % 1 FTE	Dependent on existing pay grade

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Stationery & Printing photocopying	Yes		
2	Mobile Phones	Yes		
3	Postage		Yes	

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Stationery		12,500	12,500	12,500	12,500	50,000	
2	Photocopying		20,000	20,000	20,000	20,000	80,000	
3	Mobile Phones		2,500	2,500	2,500	2,500	10,000	
4	Printing		1,250	1,250	1,250	1,250	5,000	
5	Postage		2,500	2,500	2,500	2,500	10,000	
	<b>Total</b>		<b>38,780</b>	<b>38,780</b>	<b>38,780</b>	<b>38,780</b>	<b>155,000</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1 - 6	Procurement Workstrand	More robust Financial & Environmental Sustainability – aligned to the WBFGA
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Procurement Workstrand	More robust Financial & Environmental Sustainability – aligned to the WBFGA	
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Stationery, printing & postage	Authority to central Procurement team to manage the process and ensure savings are activated
2	Photocopying	Saving is built upon reduction in usage so behaviour change needs to occur
3	Mobile Phones	Appropriate contract management needs to be resourced to ensure efficiencies can be unlocked

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)		
1		Managers do not take responsibility for adhering to the mandate	Operational				Managed through reduction in budgets apportioned across all services
2		Behavior change and recognition of the task for all is not achieved					Run further campaigns focussed on 'nudge' tactics

Project Strand:	Procurement – optimising our third party expenditure	Responsible Officer:	Scott James – Stacey Jones
Proposal	£25,000-£150,000 Off Contract Spend & demand management	Accountable Officer:	R O'Dwyer



Proposal No:	2	Date:	09.02.18
<b>Version</b>	<b>Date</b>	<b>Changes Made</b>	
1	09.02.18		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

The £25,000 to £150,000 expenditure profile is being examined for commodities that are currently experiencing "off contract spend" or where demand needs to be interrogated further. It is anticipated that a saving of 2.5% can be achieved through aggregating need, standardising and reducing demand.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
6	£25,000-£150,000 Off Contract Spend	<p>An analysis of annual expenditure £25,000 to £150,000 (16/17) has been undertaken by supplier to ascertain commodities that will benefit from a deeper procurement dive to drive cashable efficiencies.</p> <p>Off the back of the analysis the following commodities along with others will be examined, with a view to limiting demand or re procuring.</p> <ol style="list-style-type: none"> <li>1. Vehicle Spare Parts</li> <li>2. Courses, conferences &amp; seminars</li> <li>3. Building Improvement &amp; Maintenance</li> <li>4. Oils and Diesels</li> <li>5. Postage &amp; Printing ( Elections)</li> </ol>	Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	£25,000-£150,000 Off Contract Spend	R O'Dwyer Procurement E&D Select Committee	Identification of the commodities in question has been agreed and confirmed with R O'Dwyer ( as the Accountable Officer)
2			
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
6	£25,000-£150,000 Off Contract Spend	Some commodities will need to be re-procured e.g. Vehicle spare parts, vehicle maintenance, bedding plants etc. Others will require a strategy for reducing demand						£8,000

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	£25,000-£150,000 Off Contract Spend		Yes	
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop.	Proposal	2017/18 – Q4	Q1 - Net	Q2 - Net	Q3 - Net	Q4 - Net	Total 18/19	Post 18/19

No		Net Cost/Saving	Cost/Saving	Cost/Saving	Cost/Saving	Cost/Saving	Saving	Saving
1	£25,000-£150,000 Off Contract Spend			9,591	9,591	9,591	28,775	
	<b>Total</b>						<b>£28,775</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1 - 6	Procurement Workstrand	More robust Financial & Environmental Sustainability – aligned to the WBFGA
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Procurement Workstrand	More robust Financial & Environmental Sustainability – aligned to the WBFGA	
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	1. Courses, conferences and seminars 2. Postage & Printing etc.	The authority to turn off demand must sit centrally with Procurement function.
2	Vehicle maintenance & Spare parts & Bedding Plants	Open competition will drive efficiencies

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level	
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)			Overall Level
1	£25,000-£150,000 Off Contract Spend	Specialist procurement knowledge is required to re procure goods and service contracts	Operational	3	3	6	Ability to identify officers with the relevant skill sets.	

Project Strand:	Procurement	Responsible Officer:	Scott James – Stacey Jones
Proposal	Procurement Gateway Review	Accountable Officer:	R O'Dwyer
Proposal No:	3	Date:	09.02.18

Version	Date	Changes Made
1	09.02.18	

**Strand Summary** (Please include a brief description of work strand being explored)

Implement a "Procurement Gateway Review" to challenge expenditure from testing the need to buy in goods and services in the first place, to understanding the value for money proposition, potentially for a better solution and opportunities for economies of scale.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
	Gateway Review Process	<p>Introduce Gateway reviews, for agreed expenditure levels, is there sufficient challenge for the authorities third party expenditure.</p> <p>The challenge process needs to challenge the need, including the funding model, "lease v buy" &amp; "make v buy", has it been aggregated, has the consideration been made on a Whole Life Costing basis, can it be procured in house, can we place a commitment contract, how will the contract be managed? And are there any end of life revenue opportunities</p> <p>The review process will be built around the pillars of best practice procurement - Commitment Contracting - Common and Repetitive Purchases; Demand Management; Contract Management; Strategic Commissioning; Market Engagement and Development; Category Management; E Procurement; Statutory and Governance; Collaboration</p>	Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Gateway Review Process.	R O'Dwyer – P Davies	Identification of the Gateway Review Process has been agreed and confirmed with R O'Dwyer ( as the Accountable Officer)
2			
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
7	Implement a Gateway Review Process	Within Existing resource						

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Gateway Review Process		Yes	
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1				£50,000	£50,000	£50,000	£150,000	
2								
3								
4								
5								
	<b>Total</b>						<b>£150,000</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1 - 6	Procurement Gateway Review Process	More robust Financial & Environmental Sustainability – aligned to the WBFGA
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Procurement Gateway Review Process	More robust Financial & Environmental Sustainability – aligned to the WBFGA	
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Procurement Gateway Review Process	<ol style="list-style-type: none"> <li>That all expenditure requests are brought to the attention of the Gateway Review Body. (Systems and culture).</li> <li>That the Gateway Review Body have the skill sets to analyse requirements</li> <li>That the Gateway Review Body have the authority to refuse, amend new procurements</li> <li>That sufficient time is built into the process to allow for challenge.</li> <li>That the Strategic Procurement function has the additional resource at its disposal to review the process.</li> <li>That the Strategic Procurement function has sufficient resource to develop new procurement initiatives.</li> </ol>
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level	
			Type (Operational/Strategic/Political)	Likelihood (0-5)	Impact (0-5)			Overall Level
1	Procurement Gateway Review	A balance needs to be struck between manifesto commitments and actual budget. Such commitments might dilute the Gateway Review Process	Political	2	3	5	Firm commitment that the Procurement Gateway Review Process will have sufficient teeth.	
2	Procurement Gateway Review	The review process needs to be proportionate to the spend and criticality of the need	Strategic & Operational	2	2	4	Potential to run with more than one Gateway Review dependent on spend and whether the service is core or not	
3	Procurement Gateway Review	Appropriate resource needs to be identified to ensure that Gateway Review process doesn't hinder day to day operations.	Strategic & Operational	2	2	4	Appropriate resource needs to be identified.	

Project Strand:	AI & Automation	Responsible Officer:	Emma Jackson
Proposal	Technology & Systems review	Accountable Officer:	Kellie Beirne
Proposal No:	1	Date:	1/2/2018
Version	Date	Changes Made	

1	9/2/2018	
2		

**Strand Summary** (Please include a brief description of work strand being explored)

Ensuring that our organisation has a sustainable, effective and efficient workforce and systems that are sufficient to meet the demands of today and of the future. This can be achieved by making the best use of existing technology & systems to improve staff processes and customer access to our services. Utilising existing digital tools or investing in new tools such as artificial intelligence to automate tasks that normally require human intelligence. Improvement in services through automating manual processes will increase our ability to meet demand and generate revenue.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Reviewing technology and systems that are underutilised or no longer required.	<ul style="list-style-type: none"> <li>We have identified a number of systems that we are not using to their full potential and systems that are no longer fit for purpose and could be decommissioned and replaced. This could include services such as Building Control, Planning, Democratic Services, Revenues &amp; Benefits, Highways and Flood Management and Public Protection.</li> </ul>	Policy priorities of Future Focussed Council
2	Utilising automation and AI to improve customer experience and remove the need for manual processes	<ul style="list-style-type: none"> <li>There are tools available to automate application processes which can result in applications being approved via rules, bypassing the need for user intervention. In addition AI and machine learning can be utilised to automate transactional processes. This would allow customers to self-serve and interact with the Council 24/7. This could include services such as Building Control, Planning, Highways and Flood Management, Waste &amp; Street Scene, PTU, Public Protection and Transport.</li> <li>Tools are available to automate minute taking and reduce staff time</li> <li>Tools are available to provide the ability for staff to work remotely and access our systems whilst onsite with residents/customers</li> </ul>	Policy priorities of Future Focussed Council

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	1/2	Carl Touhig	Reviewed the use of Mobile Worker technology for Waste and Street Services
2	1/2	Mark Hand	Reviewed the potential for further automation, online applications and potential to use technology to aid onsite visits
3	1/2	Dave H Jones	Updated the whole team at their DMT to provide an understanding on the potential of using My Monmouthshire for automation
4	1	Paul Keeble	Reviewed the potential for further automation and online applications
5	1/2	Steve Lane	Reviewed the use of Mobile Worker technology for Waste and Street Services and need to review other systems/processes
6	1	Ruth Donovan	Reviewed the current system and lack of integration with My Monmouthshire for additional automation
7	2	Becky Pritchard on behalf of PTU	Reviewed the use of My Monmouthshire for the provision of online applications
8	2	Deb Jackson	Reviewed the use of My Monmouthshire for the provision of online applications
9	2	Matt Gatehouse	Reviewed the use of My Monmouthshire for the provision of online applications for Blue Badges and how we can implement AI for simple informational or signposting requests
10	2	Claire Marchant/Jane Rodgers	Requested a review of technology available to assist with minute taking and other manual processes
11	2	John Pearson	Various meetings to review potential digital tools to assist with minute taking
12	2	Mike Powell	Reviewed the rural transport study to include an approach for Grass Routes bookings

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	AI solution	Cost of alternative solutions or developments e.g. integration costs	10,000					Potential to apply to Invest to save funding from Welsh Government

1/2		We know that there will be other resource requirements e.g. training/upskilling, resource from the service area and marketing & design skills						To be confirmed
-----	--	---	--	--	--	--	--	-----------------

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Operations	Y		Y
1	Planning, Policy & Place Shaping		Y	Y
1	Social Care, Health & Safeguarding		Y	Y
1	Policy & Governance		Y	Y
1	Resources		Y	Y
2	Operations	Y	Y	Y
2	Policy & Governance	Y	Y	Y
2	Planning, Policy & Place Shaping	Y	Y	Y
2	Social Care, Health & Safeguarding	Y		Y

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Review of systems etc.			3,600			3,600	38,000
2	Automation/AI		10,000	15,000	25,000	35,000	85,000	
3								
	<b>Total</b>						<b>88,600</b>	<b>38,000</b>

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	1/2	Savings in staff time dealing with complaints
2	1/2	Our customers having 24/7 access to the Council and the ability to self-serve
3	1/2	Staff capacity released to concentrate on professional job and complex questions not just administrative functions
4	1/2	Reduce our risk of non-compliance

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	See Future Generations evaluation		
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	1	That we can align contractual obligations for systems to release savings
2	1/2	That we can free up staff time, that we are not just making the impossible possible
3	2	By streamlining the process we will increase demand and will have the capacity to meet that demand

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment				Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)	Overall Level		
1	1/2	Budget savings may already be accounted for by the service area	Operational	4	5	9	Further work required to assess the proposals	2

Prop.	Proposal	Risk		Risk Assessment			Mitigating Actions	Anticipated
2	1/2	No consequence if service areas don't engage	Operational	4	5	9	The accountability needs to be held at a senior level	5
3	1/2	Staff not able to utilize the technology today let alone for the future	Operational	3	5	8	To be assessed with service areas and training provided to upskill staff	4
4	1/2	Insufficient market to increase revenue and impact on FTE's if we cannot fulfil the potential revenue	Operational/ Strategic	3	5	8	Further analysis and evidence to be collated to review and have a planned approach to marketing and communications	4
5	1/2	Unable to identify cash/non cashable savings	Operational	4	5	9	Need to create a robust economic model that can capture cash/non-cashable savings	2

Pressure Mandate Title                      SRS budget 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>Sian Hayward</i>
<b>Date</b>	<i>14/02/18</i>

**Why is this pressure required?**

The Information Security Service was formerly provided by the SRS but was transferred to Gwent Police 5 years ago. The SRS budget was reduced by £44k in 2014/15 to reflect the transfer, but a corresponding budget was not set up within MCC to pay for the service. Gwent Police commissioned a third party contractor to undertake the information security service and the costs were recharged between GP TCBC and MCC. This has now been identified as a pressure in the current year 2017/18, and 2018/19 onwards.

**Directorate & Service Area responsible**

**Resources**

**Mandate lead(s)**

Sian Hayward

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

Name	Organisation/ department	Date
Peter Davies	MCC	010218

**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?**

The Information Security Service provides an independent audit and digital security compliance service as follows-

Audit Function Service Activities
Codes of Connection for compliance to the PSN Certifications
Provide Penetration Testing services
Advice on IT Disaster Recovery and Business Continuity
IAMM delivery for Gwent Police
Interrogation of Machines (TCBC and MCC. GP have Cyber Security Team)
Develop and Maintain Security Policy and associated Policies and Procedures
Data Breaches and Reporting to ICO/SIRO
PCI Compliance
Advice on Information Security

**Expected positive impacts**

This is a critical service to protect the authority against cyber crime. Where anomalies are identified they are passed to the SRS to rectify on behalf of MCC.  
The service also submits our PSN accreditation and undertakes penetration testing.

**Expected negative impacts**

Should this service be deleted it would potentially put us at risk of cyber attack with a loss of data and information preventing the business from running, put vulnerable people at risk and affect the organisations reputation. Without regular pen testing we risk failing to achieve psn accreditation an essential requirement to operate on public service broadband network, which if removed would cease council operation.

**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?**

The pressure is the invoiced cost of the service

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year			Total pressure proposed
				15/16	17/18	18/19	
Information Management					44,000	44,000	

**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
The service has been commissioned via a third party contract which expires in 2020/21	Information Management	

#### 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 resou (financial)
None		

#### 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 A

## 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

## 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 E/4 - Enterprise Proposals

Project Strand:	Making our Workforce more efficient and effective	Responsible Officer:	Lisa/Rob
Proposal	Targeted reduction in agency costs	Accountable Officer:	Peter Davies
Proposal No:	2	Date:	05/02/2018
Version	Date	Changes Made	
1			
2			

### Strand Summary (Please include a brief description of work strand being explored)

Ensuring that our organisation has a sustainable, effective and efficient workforce that is sufficient to meet the demands of today and of the future. Effective workforce planning to reduce the need for external and unplanned staffing spend, giving consideration to shared capacity across the organisation through optimised systems and working practices. Ensuring that there are flexible yet consistent working practices that promote fairness and equality. Focusing on reducing additional spend such as overtime, enhancement and expense claims, which are significant across the organisation to mitigate the risk/requirement to reduce our workforce to meet those increasing costs.

This will be enabled through a targeted focus on high areas of spend and consistent monitoring and analysis of workforce related costs/issues. Working with People Services and service managers to develop workable solutions to workforce issues. Ownership across the whole organisations to ensure costs are considered, reasonable and wherever possible reduced to ensure the future sustainability of our services.

### Saving Proposals (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Reduction in agency costs	We are meeting resource requirements with blend of solutions with temporary arrangements to fulfil service needs. This pressure is more evident in some service areas than others.  We therefore believe that our resource requirements can be met in more sustainable, effective and efficient way.	Yes
2	Roving support & internal agency service	Consideration to be given to developing alternative methods of providing flexible support and roles that can be utilised across the organisation to make best use of colleague's skills and knowledge and reduce the need for external support/spend.	Yes

### Action Plan

Prop. No	Detail
1	<ol style="list-style-type: none"> <li>Sickness &amp; Agency – Undertake a "Leads to Analysis" to determine the most appropriate resource solution - Complete with a number of key HR personnel and managers and ensure wide range of colleagues are included in seeking responses. The analysis will enable us to direct current conversations into workable solutions and gain a valuable understanding of the core problems. Understanding what is driving current behaviours and working practices is key to influencing sustainable improvements that the organisation can feel part of developing and implementing.</li> <li>Implement monthly monitoring reports enable effective management of spend across the organisation. Regular analysis and challenge is vital if we are to mitigate the risks of the continued high costs in this area of spend.</li> </ol>
2	Initial stage is to undertake a skills audit to understand the existing skills that we may currently be underutilising within the organisation. Assess appetite for cross-service working.

### Engagement and Consultation (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	All Proposals	Finance	Data analysis
2		Operations Managers	Leads to Analysis – commencing asap

3	Social Services Managers	Leads to Analysis – commencing asap
---	--------------------------	-------------------------------------

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Resource	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	Finance	Existing resources						NA
2	Employee Services	Existing resources						NA
3	Communications	Existing resources						NA

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Reduction in resource expenditure	Yes		
2	Roving support/Internal agency			Yes
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Assume 4% cut in 18/19 budget against non-school costs

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Reduction in resource expenditure	0	5,000	20,000	20,000	35,000	80,000	
2								
3								
	<b>Total</b>							

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	All proposals	Alignment of terms and conditions across organisation
2		Greater use of apprenticeship opportunities
3		Better succession planning
4		Better opportunity for staff development
		Increase service resilience and robustness

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	All proposals	Assumed sufficient market supply
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Risk	Type (Operational/ Strategic/ Political)	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Likelihood (0-5)	Impact (0-5)	Overall Level		
1	Alternative arrangements are more expensive	OP	2	3	6	Any existing/potential arrangements will be fully analysed to understand cost	1
2	Alternative arrangement do not deliver long term value for money	OP	1	5	5	Full costs will be considered to ensure value for money is achieved	3
3	Drop in quality	OP	1	5	5	Monitor consequences	2

Prop.	Risk		Risk Assessment			Mitigating Actions	Anticipated post
4	Drop in productivity	OP	1	5	5	Monitor consequences	2
5	Unable to fill resource gap	OP	2	5	10	Monitor and consider all options	5
6	Lack of flexibility with appointment of resources	Strat	2	3	6	Monitor and consider all options	3
7	Adverse HR implications	Strat	1	5	5	Liaise fully with Employee services	2

Project Strand:	Making our workforce more efficient and effective	Responsible Officer:	Lisa/Rob
Proposal	Decrease Travel Costs	Accountable Officer:	Peter Davies
Proposal No:	W002	Date:	05/02/2018
Version	Date	Changes Made	
1			
2			

**Strand Summary** (Please include a brief description of work strand being explored)

Ensuring that our organisation has a sustainable, effective and efficient workforce that is sufficient to meet the demands of today and of the future. Effective workforce planning to reduce the need for external and unplanned staffing spend, giving consideration to shared capacity across the organisation through optimised systems and working practices. Ensuring that there are flexible yet consistent working practices that promote fairness and equality. Focusing on reducing additional spend such as overtime, enhancement and expense claims, which are significant across the organisation to mitigate the risk/requirement to reduce our workforce to meet those increasing costs.

This will be enabled through a targeted focus on high areas of spend and consistent monitoring and analysis of workforce related costs/issues. Working with People Services and service managers to develop workable solutions to workforce issues. Ownership across the whole organisations to ensure costs are considered, reasonable and wherever possible reduced to ensure the future sustainability of our services.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Decrease mileage and fares for travel	Total average mileage expenditure - £670K per annum (based on average over 3 years)  65% - £435K (Social Services, Planning, Operations)  35% - 235K (The rest of the authority)  This means a total saving for targeting mileage/ travel of £71,750.	Yes

**Supplementary Details**

Prop. No	Detail
1	<p><b>Reduction Options</b></p> <ul style="list-style-type: none"> <li>• 12 weeks/annum travel free</li> <li>• Culture change – “Travel smarter not less” (raise cost consciousness)</li> <li>• Process Controls – Full implementation of due process and compliance with policy</li> <li>• Continuous analysis and management – software</li> <li>• Car sharing</li> <li>• Greater use of pool cars</li> <li>• Green Travel Policy – alignment with corporate plan (carbon reduction strategy)</li> <li>• Greater use of digital communication options</li> <li>• Alignment with rural transport policy</li> <li>• Route optimisation</li> <li>• Members remote attendance at meetings (Constitutional change approved Nov 2017)</li> </ul>

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	All	Finance	Data analysis
2		Lloyds Bank	Travel free weeks initiative
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Resource	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	Finance	Existing resources						
2	Employee Services	Existing resources						
3	Communications	Existing resources						

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop.	Proposal	Short Term	Medium Term	Long Term
-------	----------	------------	-------------	-----------

No		(Now – Sept 18)	(Oct – March 19)	(Apr 19 onwards)
1	Reduction in Mileage	Yes		
2	Monthly monitoring of mileage/travel expenditure	Yes		
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

- 65% - £435K Social Services, Planning, Operations (ie essential)
  - 5% saving - £21,750
- 35% - £235K The rest of the authority
  - 12 week travel free - £50,000

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	12 travel free weeks	0	12,500	12,500	12,500	12,500	50,000	
2	5% reduction in mileage	0	5,250	5,250	5,250	6,000	21,750	
3								
	<b>Total</b>						<b>71,750</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	All	Reduced carbon emissions and energy usage
2		Greater productivity and better work life balance due to reduced time travelling
3		Greater utilisation of digital communication
4		Improved public perception
5		Enhanced opportunity for pool car utilisation
6		Regular leave taken by officers planned around travel free weeks
7		Greater opportunity to focus on management activity – ie 121s, CICOs, Team meetings etc
8		Improved use of Skype and other digital communication

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1		Accuracy of data
2		Accuracy of information obtained from service managers
3		Leadership informed and able to drive this through with robust monitoring and reinforcement

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Risk	Type (Operational/ Strategic/ Political)	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Likelihood (0-5)	Impact (0-5)	Overall Level		
1	Impact of disturbance allowance off the back of the Accommodation Review	O	4	3	15	Align with review	8
2	Impact of Transport Review on use the future utilization of pool cars	O	2	3	6	Align with review	3
3	Not aligning appropriately with the fleet review, potential to reduce pool cars that become necessary to this proposal and potential for double counting benefits must be tightly managed and addressed.						



Project Strand:	Workforce	Responsible Officer:	Lisa/Rob
Proposal	Targeted reduction in overtime and enhancement payments (PTU)	Accountable Officer:	Peter Davies
Proposal No:	3	Date:	05/02/2018
Version	Date	Changes Made	
1			
2			

**Strand Summary** (Please include a brief description of work strand being explored)

Ensuring that our organisation has a sustainable, effective and efficient workforce that is sufficient to meet the demands of today and of the future. Effective workforce planning to reduce the need for external and unplanned staffing spend, giving consideration to shared capacity across the organisation through optimised systems and working practices. Ensuring that there are flexible yet consistent working practices that promote fairness and equality. Focusing on reducing additional spend such as overtime, enhancement and expense claims, which are significant across the organisation to mitigate the risk/requirement to reduce our workforce to meet those increasing costs.

This will be enabled through a targeted focus on high areas of spend and consistent monitoring and analysis of workforce related costs/issues. Working with People Services and service managers to develop workable solutions to workforce issues. Ownership across the whole organisations to ensure costs are considered, reasonable and wherever possible reduced to ensure the future sustainability of our services.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Targeted reduction in overtime payments	Focus on home to school transport. Need to implement timesheets to provide substantiation for excessive costs. - current H2S transport overtime projected figure (£215K average)  Tracker system to be utilised to record time sheets for core and overtime.	Yes
2	Reduction in evening/weekend enhancements	Review of current spend. Ongoing review with high spend areas. Consider wider requirement for timesheets	Yes

**Action Plan**

Prop. No	Detail
1	Utilise timesheet recording function in tracker software for route optimisation to enable increased efficiency
2	Review Honoraria spend to understand service requirements
3	Analyse private hire arrangements during school holidays and between split shifts

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1		Finance	Data analysis
2			
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	Finance	Existing resources						
2	Employee Services	Existing resources						
3	Communications	Existing resources						

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Reduction in overtime	Yes		
2	Reduction in enhancements	Yes	Yes	
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Reduce overtime	0	7,000	7,000	7,000	7,000	28,000	
2								
3								
	<b>Total</b>						<b>28,000</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	Reduce overtime	
2	Reduced enhancements	Fair and consistent roles that provide long term sustainability and recognises changes in existing roles.
3		
4		
5		

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1		Accuracy of data
2		Accuracy of information obtained from service managers
3		Sufficient resources available to implement and manage

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Risk	Type (Operational/ Strategic/ Political)	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Likelihood (0-5)	Impact (0-5)	Overall Level		
1	Reduced staff motivation	O	3	5	15	Provide other incentives	5
2	Reduced productivity	O	3	5	15	Manage performance	5
3	Reduced good will	O	2	4	8	Provide other incentives	4

Project Strand:	Optimised Service Delivery	Responsible Officer:	Stacey Jones/Tyrone Stokes
Proposal	Community Hubs	Accountable Officer:	Kellie Beirne
Proposal No:	2	Date:	12.02.2018
Version	Date	Changes Made	
1	12.02.2018		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

To review an opportunities across the authority to optimise service delivery.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Freeze Vacant Post	Freeze the vacant Peripatetic post within Community Hubs for 12 months. The Peripatetic position is a new post, which was introduced into the establishment in 17-18 but has remained vacant during 17-18 to mitigate overspends within the service due to delayed implementation of the restructure. This proposal will delay appointment for a further 12 months which can be achieved given not all of our 'hubs' are currently operational (Abergavenny).	Yes
2	Licences/Software Reductions	The authority have migrated to the All Wales Library Management System. By moving to the all Wales model the authority has saved on licencing and support costs via the shared nature of the agreement.	Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Freeze Vacant Post	Matthew Gatehouse	
2	Licences/Software Reductions	Matthew Gatehouse	
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	N/A							
2	N/A							
3								

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Freeze Vacant Post	x		
2	Licence / Software Reductions	x		
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Freeze Vacant Post		£4,491	£4,491	£4,491	£4,491	£17,964	
2	Licence/Software Reductions		£3,081	£3,081	£3,081	£3,081	£12,324	
3								
	<b>Total</b>						<b>£30,288</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop.	Proposal	Benefit
-------	----------	---------

No		
1		
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1			
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1		
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment				Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)	Overall Level		
1	Freeze Vacant Post	None arising	Operational	0	0	0		
2	Licence/Software Reductions	None arising – agreements in operation	Operational	0	0	0		

Project Strand:	Pressures & Previous Reviews	Responsible Officer:	Tyrone Stokes
Proposal	Housing	Accountable Officer:	Peter Davies
Proposal No:	1	Date:	8/2/18
Version	Date	Changes Made	
1	8.2.18		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

Review the £288K evidence pressure contained within the 2018/19 MTFP for the Housing section relating to private leasing to reduce it by £160K.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Review the £288K evidence pressure within the 2018/19 MTFP	<p>Reduce the pressure downward for 2018/19 by £160K.</p> <p>As part of the 2018/19 MTFP process a pressure was put forward from Housing for private leasing arrangements, which in summary is detailed a report going to select committee on the 8th February requesting that our shared lodgings accommodation be redesignated as hostel accommodation, this will allow us to claim more Housing Benefit and help mitigate the shortfall of management fee.</p> <p>As part of the task group work it appears that the figure in the 2018/19 MTFP has mistakenly been inserted as £288K, whereas the pressure calculation was for £228K. On reviewing the figures with Lindsay and Ian the pressure has been reduced down to £150K, so against the MTFP figure of £288K, this represents a reduction of £138K. However a one off grant for 2018/19 has been announced and £100K of this grant will be used to further offset this pressure bringing the final figure to £50K, an <b>overall reduction of £238K.</b></p>	Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Housing	Ian Bakewell	

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1								
2								
3								

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1				
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Housing						£238K	
	<b>Total</b>						<b>£238K</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop.	Proposal	Benefit

No		
1		
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1			
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1		
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/Strategic/Political)	Likelihood (0-5)	Impact (0-5)		
1	Housing	Medium	Operational/strategic	5	3	8	

## Appendix E/5- CEO & Operations New & Amended Proposals

Project Strand:		Responsible Officer:	Roger Hoggins
Proposal	Reduced Opening for Recycling and Civic amenity centres	Accountable Officer:	Carl Touhig
Proposal No:	1	Date:	15 <sup>th</sup> feb 2018
Version	Date	Changes Made	
1			
2			

### Strand Summary (Please include a brief description of work strand being explored)

Opening times for all 4 sites (Troy, Usk, Llanfoist and 5 Lanes) will move to summer and winter opening hours – 9.00 a.m. to 5.00 p.m. and 10.00 a.m to 4.00 p.m. from the current 8.00 a.m. to 6.00 p.m.

### Saving Proposals (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Reduced opening hours	Summer and Winter opening hours – service remains available but staffing costs are reduced.	

### Engagement and Consultation (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1		Viridor	Seeking estimate of potential reduced contract costs
2			
3			

### Resource Investment Required (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1								
2								
3								

### Implementation Timeframe (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1				
2	Reduced hours		X	
3				

### Budget Saving Estimate (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Reduced hours			3,500	3,500	3,500	10,500	13,000
	<b>Total</b>						<b>10,500</b>	<b>13,000</b>

### Non-Financial Benefits (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop.	Proposal	Benefit
-------	----------	---------

No		
1		
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Reduced hours	Nothing in relation to FGEA but less convenient to public but service remains	N

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1		Change supported by contractor without contractual dispute
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)		
1							
2							
3							



Project Strand:	Transport	Responsible Officer:	Becky Pritchard
Proposal	Reviewing and transforming the costs of Home to School Transport	Accountable Officer:	Richard Cope
Proposal No:	1	Date:	5 <sup>th</sup> February 2018
<b>Version</b>	<b>Date</b>	<b>Changes Made</b>	
1	5.2.18		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

A new type of procurement process a 'Dynamic Purchasing System' framework in collaboration with Newport CC, Torfaen BC & Blaenau Gwent BC will be introduced. The New DPS system will be in place for February and will enable operators to join at any point. The DPS will be used for all passenger transport services, which will include social services taxi provision, local bus services and home to School Transport. The tender exercise will include route optimisation and looking at Best Value contracts including working cross borders on tendering contracts. Introduction of Personal Transport Budgets for Parents where beneficial will also be introduced and looking at in-house provision on high cost transport where a PTB is not taken up or high operator costs exist. Introduce new payment terms for operators by Direct Debit, which offer a reduction in costs whilst assisting small businesses to operate optimally.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	New DPS	Re tendering of contracts including route optimisation & Cross Border works.	Yes
2.	Personal Transport Budgets	Introduce Personal Transport Budgets for parents where beneficial offering assistance to transport their own children offering better choices.	Yes
3.	In House Provision.	Asses high cost contracts in conjunction with offering Personal Transport Budgets and where outside costs are high look to provide provision in house.	Yes
4.	Introduce new payment terms for operators	Offer improved payment terms to operators which give them a better cash flow throughout the year in return for a % reduction in cost which will be economically advantageous for both operators and the authority.	Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	DPS Re tendering	Bus and Taxi Operators Cabinet Member SLT, Procurement Head of Legal Finance	DPS issued through Etender Wales, sent to operators by e mail, operators contacted to be encouraged to join DPS. Letter to be sent to operators who have not applied shortly, engagement day planned on PTU services. Engaging with other Local Authorities on cross border working and shared contracts
2	Personal Transport Budgets	SLT Cabinet Member Legal Finance Procurement Internal Audit Education	Checked legal documentation and liaised with finance partners on method of payments, Cabinet Member report to be written, Terms of payment to be agreed.
3	In House Provision	SLT Legal Licensing Finance People Services Fleet Transport	Liaised with licensing and legal over legalities of using pool vehicles and under 8 seats on contracts. Finance partners on costings and People services on staff recruitment. Fleet transport manager on suitable vehicles and utilisation.
4.	Improved Payment Terms to operators	Finance Banking Internal Audit Bus and Taxi Operators Legal	Consulted with bus and taxi operators with soft market testing on payment terms being changed to provide a regular payment in return for a % discount on contract costs.  Checked with procurement, Finance, audit, banking and Legal on terms and conditions of contracts and how this could be implemented.

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost	
1	DPS Re tendering	Staff for completing the processes in line with timescales	None	1 member of staff and increase hours of two current staff members who work part time By 3h 42 and 7h 24 respectively for 8 months £204.97+£45.29+£5.60 p.m = £767.58 £84.12 p.w = £1,009 Total Cost £1,776.58	As quarter 1 £1,776.58	As quarter 1 but pro rata for two months. £1,184.38	None	£4736	
2	Personal Transport Budgets	None identified							
3	In House Provision	Possible vehicle hire or lease on demand and extra staff as required (unknown at present)	Estimates Vehicle Cost/ Driver Employee cost/ Escort Employee Costs and Mileage expenses have been deducted from the Income generation – Income generation is net saving.						
4	Improvement in payment terms	None identified							

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	DPS Retendering	Tender issued and awarded for 1 <sup>st</sup> September savings implemented from this date	Savings will be implemented but will depend on demand not increasing	Dependant on no increase in statutory provision
2	Personal Transport Budgets	Report to Cabinet Member and relevant committees, offer to be put in place by end of April before tenders are returned	Dependant on numbers taken up	Dependant on numbers taken up.
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	DPS Re tender	Nil	Nil	£26315	£72369	£72369	£171053	£250,000 per annum but will depend on statutory demand which is currently Unknown due to no information on pupil numbers available
2	Personal Transport Budgets	Nil	Nil	£4736	£13026	£13026	£30788	£45,000 Dependant on take up
3	In House Provision	Nil	Nil	£6316	£17368	£17368	£41052	£60,000
4.	Improved Payment Terms	Nil	£7422	£5526	£8526	£8526	£30,000	£30,000
	<b>Total</b>		<b>£7422</b>	<b>£42893</b>	<b>£111289</b>	<b>£111289</b>	<b>£272893</b>	<b>£380,000</b>

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	DPS retendering	Better co-ordinated routes by optimisation reduced travel time for pupils , reduced C02 emissions
2	Personal Transport Budgets	Better Choice for parents, Safeguarding security
3	In House Provision	Control on safe recruitment, safeguarding, lower C02 emissions ,
4	Improved Payment Terms	Cashflow for operators improves makes them more sustainable and viable. Reduces administration time.

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	DPS retender	Improve competition on contract costs , improve routes with optimisation and cross border working	Positive
2	Personal Transport Budgets	Improve the parental choice and transport arrangements for pupils especially special needs pupils so that parents can arrange their own transport which will improve choice and the pupil experience	Positive
3	In House Provision	Provision will be controlled which improves corporate safeguarding policies and use of low emission vehicles will help environment	Positive
4	Improved Payment Terms	Better sustainability for operators to improve staff conditions where cashflow has been a problem sustain local businesses	Positive

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	DPS retender	Savings from tendering all contracts together rather than individually to give more competition should produce some contract savings. SEN contract numbers not changing in September with some contracts ceasing.
2	Personal Transport Budgets	Dependant on numbers taking up the option – Based on 3 Parent taking up this option who currently require single taxi and escort SEN Transport
3	In House Provision	If tender prices remain high, this will be an option where based on current costings this will be viable on a number of contracts.
4	Improved Payment Terms	Dependant on take up by operator's early indications are positive. Assumptions based on a 2.5% take up from 4 contractors

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment				Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)	Overall Level		
1	DPS retendering	Not enough competition on tendered routes	Operational	3	4	4	Offering Personal transport budgets or in house provision so comparison of costs will give best value also improving payment terms may attract new operators	2
2	Personal Transport Budgets	Not enough take up by parents	Operational	2	2	2	Contracts can be put in place or in house provision	1
3	In-House Provision	Staff recruitment and vehicle provision	Operational	2	2	2	Temporary contracts put in place to mitigate timescales of staff recruitment or non-availability of vehicles	1
4	Improved Payment Terms	Low take up of offer	Operational	2	2	2	Revert to current payment terms	1

Project Strand:	Transport	Responsible Officer:	Debbie Jackson
Proposal	Transport Review & Installation of Telematics 'Tracking' System	Accountable Officer:	Roger Hoggins
Proposal No:	2	Date:	08/02/2018
Version	Date	Changes Made	
1			
2			

**Strand Summary** (Please include a brief description of work strand being explored)

"Review of Transport" to ascertain whether the authorities vehicle fleet is of the requisite size to support the relevant services, and how much the fleet is used compared with its availability.

At present our Transport Fleet stands at 396 vehicles, spread across several departments i.e. Operations, Tourism & Leisure, Social Services (Children & Adult Services), Education, Planning, Housing & Public Protection, Property & Facilities Management. These are made up of various types of vehicles i.e. cars, vans, light commercials, HGV tippers, Refuse vehicles, coaches, minibuses, sweepers traffic management etc., plus some large items of plant i.e. gritters, tractors, ride on mowers, all of which are owned, leased and hired.

Installation on telematics in the remainder of fleet, which will aid with the improved utilization and suitability of the vehicles, which will deliver significant environmental benefits through reduced CO2 emissions, and generate future financial savings for the authority, and lead to optimization of the vehicles which will achieve increased productivity.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Transport Review	Review of Transport to be carried out by independent Transport consultants. A strategic review of current vehicle usage and any options available to the Council to increase and optimise that usage in order to reduce vehicle numbers. An overview of the current systems and procedures in place for the management of the authorities' vehicle fleet, maintenance planning and replacement of vehicles, and a green fleet review.	Wellbeing & Future generations
2.	Installation of telematics across the remainder of the fleet.	Telematics systems are currently installed in a number of vehicles throughout the fleet, the aim of a telematics system installed into the remainder of the fleet is to reduce operating costs, increase productivity, increase fuel efficiency, strengthen compliance, reduce at fault accidents, reduce Co2 emissions and improve customer's services.	

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Transport Review	Transport Team	Updated the whole team to advise of the review
1.	Transport Review	Procurement team	Updated procurement on proposal.
2	Telematics Installation	S Lane, N Leaworthy, D Lane, A Church, A Read, J Wassal, R Cope, H Jones, M Sims. P Batty, J Baldwin, S Sandford. A. Perrin  Procurement team on proposal and framework options.  Insurance team on possible financial assistance from present insurance provider	May 2017 – contacted existing Mangers/users (uses of telematics systems) to advise that we are looking to carry out a procurement exercise whereby we want to consolidate the existing tracking providers, for consistency, increased opportunities from data received, and a view to make financial savings. June 2017 - Carried out extensive market research. June 2017 – viewed existing and new frameworks for telematics systems. July 2017 - Stakeholder engagement session with various managers and 4 telematics providers. 31 <sup>st</sup> Aug 2017- Trialled the preferred telematics system. Installation of trial trackers went in to Waste, Grounds, Highways, transport vehicles. Oct 2017 - Reviewed that data and interrogated the preferred system. Oct 2017 - Cost comparison with existing telematics system Oct 2017- procurement team on frameworks and proposal Oct 2017 - Compared capabilities of the preferred system. Nov 2017 – Stakeholder engagement session with various managers and trial telematics providers

		Managers who currently do not operate telematics, advised of the Fleet Review and telematics installations into remainder of the fleet.	<p>Nov 2017 – agreed on preferred provider</p> <p>Nov 2017 – Emailed various sections who currently who do not operate telematics to advise of the preferred system and possible potential for improvements in their section.</p> <p>Dec- Email to Insurance on financial assistance from insurers</p> <p>Jan 2017 – installations commenced into existing telematics user's vehicles.</p> <p>Feb 2017 – other sections advised by SLT of the fleet review underway and as part of that review the remainder of the fleet to have telematics installed.</p> <p>Feb 2017 –detailed conversation with other sections who are new to telematics to advise of the Fleet Review &amp; benefits of a telematics system.</p>
--	--	---	---

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	Transport Review	Consultancy fees		£5,000	£5,000			£10,000
2	Telematics	Installation costs into the remainder of the fleet (Inc. 12mths tracking)	£8,064	£4,752			£3,384	£16,200 – met already through Future Mon and remainder to be covered through Insurance
2	Telematics	Training of telematics system to staff	FOC					FOC
4.	Telematics	Ongoing support required to utilise system to full potential i.e. create booking systems etc. Part time for telematics utilisation analysis - £8,000. In house development from Digi team for utilisation of app for journey planning and route optimisation. Working in conjunction with WG.		£2,000	£2,000	£2,000	£2,000	£8,000

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Transport Review	April - May		
2	Telematics installation	Jan – April (for new installations)	Nov-Dec for the remainder of waste vehicles when their current contract expires.	
2	Telematics training	Jan – April	Dec - Waste	

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1 & 2	Transport Review & Telematics				£10k	£10k	£20K	TBC
3								
4								

	<b>Total</b>						<b>£20K</b>	
--	--------------	--	--	--	--	--	-------------	--

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	Transport Review	A strategic review of current vehicle usage and any options to the council to increase and optimise that use. A detailed overview of the current systems, policies and procedures in place for the management of the vehicle fleet, maintenance planning and vehicle replacements.
2	Telematics	Improved safety through monitored driver behaviour. Improve job satisfaction – with smart phones or tablets drivers aware of vehicle bookings Enhanced vehicle security. Optimisation of vehicle. Staff savings – if booking system if created
2	Telematics	Creation of robust policies for the use of pool cars will enable council employees a defined framework for the use of the vehicles and help eliminate any disparity amongst colleagues.

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Transport Review	Options available to the Monmouthshire County Council to reduce total fleet emissions, and details of funding opportunities that may be available for green fleet technology ( <i>but within a cost effective outcome</i> )	
2	Telematics	Environmental benefits through reduced CO2 emissions through better utilisation and routing of vehicle. Reduction in vehicle accidents through accident risk management.	
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Transport Review	The review will assist in our next approach to market for vehicle renewal.
1		The effective management of fleet will determine future operating costs.
2	Telematics	The system will highlight the underutilisation of the fleet with a view to increase optimisation.
2		The relevant sections will use the system to its full capabilities to assist in their daily managing of their vehicles. Also, for support to be provided to those managers who wish to create additional opportunities i.e. bookings systems etc.

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)		
1	Telematics	Sections reluctance to embrace and use the telematics system to its full potential.					

Project Strand:	Treasury	Responsible Officer:	Roger Hoggins
Proposal	Highways – Ensuring full overhead recovery on all works	Accountable Officer:	Dave Loder
Proposal No:		Date:	12/02/2018
Version	Date	Changes Made	
1			
2			

**Strand Summary** (Please include a brief description of work strand being explored)

**Highways**

To ensure that all relevant overheads attributable to a job are charged to client – this will see a net increase in income/fees of £140,000.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Highways Overhead recovery	To ensure that all relevant overheads attributable to a job are charged to client – this will see a net increase in income/fees	

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	N/A		
2			
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	N/A							
2								
3								

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Highways Overhead Recovery	Yes	Yes	Yes
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Highways Overhead Recovery		35,000	35,000	35,000	35,000	140,000	140,000
2								
3								
	<b>Total</b>							

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1		
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1			
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Highways Overhead Recovery	That current client levels will be maintained going forward.
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level	
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)			Overall Level
1	Highways Overhead Recovery	Inclusion of all relevant overheads might make our pricing too high and we could lose custom		3	5	8	<ul style="list-style-type: none"> <li>• by regular monitoring of client base to ensure we are not losing custom.</li> <li>• Regular market testing for comparison with competitors.</li> <li>• Regular monitoring of costs to ensure correct figures are included and our charging mechanism still falls within Local authority accounting principles.</li> </ul>	6



Project Strand:	Making our workforce more efficient and effective - Expanding Raglan Training Centre	Lead Officer:	Rob/Lisa
Version No:	4	Group Members:	Kate, Paula
Date:	9 <sup>th</sup> February, 2018		

Version	Date	Changes Made
1		
2		

**Strand Summary** (Please include a brief description of work strand being explored)

To refocus and develop our training offer through expansion of opportunities offered through Raglan Training Centre. To manage and foster confidence in succession planning. To implement a comprehensive apprenticeship training scheme for the whole authority. To have a more progressive approach to succession planning and create a hub for colleague support, development and learning in the Operations field and beyond. To advertise and market the centre for external work.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	To expand and develop activities offered from Raglan Training Centre	To use data, evidence and experience to develop the activity and development opportunities led and provided by the centre. To refocus and rebuild the offer in order to take advantage of market opportunities. To refocus external training in-house.	Yes – investment in improving physical infrastructure in our county and a future focussed council
2	To sell training to external bodies	To develop the market opportunity to sell the service beyond Monmouthshire in response to specifically identified opportunities	Y
3	To create a cadetship and traineeship scheme to invest in succession and workforce planning	To attract new entries to trades and services in order to enable growth and succession training to take place and detract from more costly practices such as agency.	Y

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	All of the above	Training Manager Neighbouring authorities Service Managers Stakeholder	Feasibility study, discussion, exploratory talks with potential stakeholders and partners. Understood the balance of external/ internal training in order to refocus activity back to the RTC Market tested with neighbouring authorities and beyond.
2	All of the above	As above	As above
3	All of the above	As above	As above

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1								
2								
3								

**Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	All			
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving

		Cost/Saving						
1	Income generation of selling to external bodies (75 days training @ £650 per day)		£12,1875.50	£12,1875.50	£12,1875.50	£12,1875.50	£48,750.00	
2								
3								
	<b>Total</b>						<b>£48,750</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1		Increased belonging, wellbeing and aspiration of workforce. Enhance name and reputational value of Raglan Training Centre.
2		Meeting customer expectations
3		Growing of younger workforce and succession

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1		See Future Generations Assessment	
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1		
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)		
1		Time taken to re-build center value and reputation	Strategic			Centre marketing and training plan to be produced, shared and marketed.  To engage services of OD Lead to ensure focus is on value added and investment in building resilient valued & workforce	
2		The perception that delivering services to external bodies will detract from internal services	Operational			Ensuring robust evaluation is in place and that the balance of internal-external work is consistently monitored and evaluated.	
3		Market competition increases in the area with large scale infrastructure developments taken off in the region	Strategic			Market research and identification & ongoing SWOT analysis to understand challenges and opportunities	
4.		Ability to convert externally booked training to internal provision in the time available	Operational			Analysis to be undertaken and bookings cancelled in advance and opportunities re-diverted to centre  Ensuring all relevant accreditations for training delivery are in place and	

Prop. No.	Proposal	Risk	Risk Assessment	Mitigating Actions	Anticipated
				remain up-to-date	

Project Strand:	Fees and charges	Responsible Officer:	Roger Hoggins
Proposal	Increase in primary school meals charge	Accountable Officer:	Pauline Batty
Proposal No:		Date:	16/02/2018
Version	Date	Changes Made	
1			
2			

**Strand Summary** (Please include a brief description of work strand being explored)

Increase in school meal charge from £2.10 to £2.45 to better reflect cost of service overall and ingredient/preparation costs (majority of food freshly prepared – minimum of pre prepared foods). Increase in Adult meal charge (provided in primary schools) from £3.70 to £4.10.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No.	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Increase in meal charge for primary school children and adults meals provided in school	Increase charge from £2.10 to £2.45 to better reflect service cost overall (incl free school meals costs). Charge then to be fixed for a further two years – i.e. 19/20 and 20/21. – (adults to increase from £3.70 to £4.10).	

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No.	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	School meal price increase	Select committee members	Joint select committee meeting on the 27 <sup>th</sup> Feb
2			
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No.	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	Increase service advertising to promote quality and nutrition	Advertising campaign – media publicity		£3,000				
2								
3								

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No.	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	School price increase		X	
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No.	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving

1	Price increase		-£18,750	£10,000	£54,400	£54,400	£100,000	ongoing
2								
3								
	<b>Total</b>							

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	Price increase	To ensure continued quality of service and for the current service standard to remain affordable within the service budget.
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Price increase	Increase in service cost although free school meals scheme aids those on low income. The price increase helps to sustain the quality of the service and to comply with WG nutritional standards.	
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Price increase	A reduction in take up of school meals service of 10%
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)		
1	Price increase	Drop off in custom	operational	5	5	Marketing and assumption in financial projection of 10% reduction	

Project Strand:	Waste/recycling	Lead Officer:	Roger Hoggins
Version No:		Group Members:	Carl Touhig
Date:	16/02/18		

Version	Date	Changes Made
1		
2		

**Strand Summary** (Please include a brief description of work strand being explored)

Apportionment of Waste and recycling arriving at Llanfoist Recycling Centre to BGCBC, sampling of visitors suggesting that BGCBC residents are taking advantage of the facility given its proximity to BGCBC boundary. BGCBC being invoiced to reflect the estimated waste and recycling arising being managed by MCC.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	Apportionment of waste/recycling	Some of those visiting Llanfoist CA site are from BGCBC. The principle of cross border charging and apportionment of waste and recycling has been established elsewhere in Wales.	
2			
3			

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Apportionment of waste	BGCBC, SLT, waste officers, WG, NRW, select committee	Interested bodies have been approached to test the support for applying this apportionment of waste/recycling cross border.
2			
3			

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1	Apportionment of waste	Occasional sampling – use existing staff						
2								
3								

**Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	apportionment	X	X	X
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	apportionment					£100,000		
2								
3								
	<b>Total</b>							

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1	Apportionment	Ensures that waste data more accurately reflects where waste and recycling comes from.
2		

3		
---	--	--

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	apportionment	neutral	
2			
3			

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Apportionment	The apportionment reflects an estimate of usage and is subject to change should say BGCBC introduce a more convenient facility within their county – but obviously arising at Llanfoist also drop accordingly.
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment				Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)	Overall Level		
1	apportionment	Fluctuation in levels in the future	Operational	3	4		none	

Project Strand:	Pressures & Previous Reviews	Responsible Officer:	Tyrone Stokes
Proposal	PTU	Accountable Officer:	Peter Davies
Proposal No:	2	Date:	8/2/18
Version	Date	Changes Made	
1	8.2.18		
2			

**Strand Summary** (Please include a brief description of work strand being explored)

Review the net £25K evidence pressure contained within the 2018/19 MTFP for PTU around transport costs for pupils attending the new Welsh school in Duffryn Newport.

**Saving Proposals** (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
2	Review the net £25K evidence pressure highlighted for 2018/19	<p>Remove the net £25K for Duffryn transport from the 2018/19 MTFP.</p> <p>In 2015/16 a pressure mandate was put forward as part of the MTFP process due to increased transport costs for attendance at a new Welsh school in Duffryn, Newport. This original pressure mandate highlighted a pressure of £47K in 2018/19.</p> <p>However a revised position was put forward in the 2018/19 MTFP to reduce this pressure by £22K for the 2018/19 MTFP to £25K.</p> <p>As part of the task group work this pressure has been revisited and the attendance numbers have not been as first envisaged, plus working with Newport CC on transport routes has eliminated the need for this pressure in 2018/19. Subsequent year's pressures will be reviewed as part of the 2019/20 MTFP process.</p>	Yes

**Engagement and Consultation** (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
2	PTU	Roger Hoggins & Richard Cope	

**Resource Investment Required** (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1								
2								
3								

**Implementation Timeframe** (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1				
2				
3				

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
2	PTU						£25K	Tbc
	<b>Total</b>						<b>£25K</b>	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1		
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
2	PTU	On the third corporate priority	Positive

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1		
2		
3		

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment			Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)		
2	PTU		Operational	0	0	0	



## Appendix E/6- Financing New & Amended Proposals

Project Strand:	Treasury/Efficiency	Responsible Officer:	Ruth Donovan
Proposal	Council Tax/Council Tax Reduction Scheme	Accountable Officer:	Peter Davies
Proposal No:	5 & 1	Date:	15 <sup>th</sup> February 2018
Version	Date	Changes Made	
1	15 <sup>th</sup> February 2018		
2			

### Strand Summary (Please include a brief description of work strand being explored)

Review the council tax base, prepared for council tax setting purposes, against current planning information to assess the scope for additional housing completions coming on line in 2018/19. This review also looked at the current collection performance to determine whether there was any scope in budgeting for a surplus in council tax recovery.

In addition a further review of the Council Tax Reduction Scheme (CTRS) was undertaken to identify if there was any scope to release additional savings to the MTFP over and above those already identified.

### Saving Proposals (Please list the proposals being considered under this strand)

Prop. No	Proposal	Detail	Does this align with MCC Corporate Plan?
1	To review the number of housing completions anticipated for 2018/19	Work with colleagues in Planning to identify any new build properties that are likely to be completed and lived in during 2018/19, which are currently not included in the Council Tax base.	Yes
2	To review the current recovery performance for Council Tax	Review historic council tax recovery performance to identify if there is any scope to budget for an over recovery in council tax. The budget assumes a 99% collection rate with average collection rates, over a 10/15 year period, circa 99.4%. This additional council tax income is reported as part of the budget monitoring and is used to offset any in year budget pressures. The proposal is to budget for this surplus in recovery	Yes
3	To release additional budget allocated to the Council Tax Reduction Scheme	A review of current CTRS caseload identified a continued downward trend in applications.	Yes

### Engagement and Consultation (Please provide details of groups you have engaged with to inform your proposals)

Prop. No	Proposal	Consultee	Details of consultation and engagement undertaken to date
1	Housing completions	MCC Planning and Revenues Teams	Both teams worked together to identify possible additional sites.
2	Council Tax recovery	MCC Revenues Team	Review historic recovery data
3	Council Tax Reduction Scheme	MCC Revenues Team	Review historic and current CTRS caseload

### Resource Investment Required (Please indicate the nature of investment required to implement your proposal, together with an indication of cost and timing)

Prop. No	Proposal	Investment Description	17/18 Q4 - Cost	Q1 - Cost	Q2 - Cost	Q3 - Cost	Q4 - Cost	Total Cost
1		Nil						
2		Nil						
3		Nil						

### Implementation Timeframe (Please indicate approximately when the proposal would start to deliver a return on investment)

Prop. No	Proposal	Short Term (Now – Sept 18)	Medium Term (Oct – March 19)	Long Term (Apr 19 onwards)
1	Housing completions	Will depend when properties are completed	Will depend when properties are completed	
2	Council Tax recovery	On going through to year end	On going through to year end	
3	Council Tax Reduction Scheme	On going through to year end	On going through to year end	

**Budget Saving Estimate** (Please indicate the estimated net value of anticipated savings to be achieved)

Prop. No	Proposal	2017/18 – Q4 Net Cost/Saving	Q1 - Net Cost/Saving	Q2 - Net Cost/Saving	Q3 - Net Cost/Saving	Q4 - Net Cost/Saving	Total 18/19 Saving	Post 18/19 Saving
1	Housing completions	Nil	Not known	Not known	Not known	Not known	£120,000	
2	Council Tax recovery	Nil	Not known	Not known	Not known	Not known	£100,000	
3	Council Tax Reduction Scheme	Nil	Not known	Not known	Not known	Not known	£50,000	
	<b>Total</b>	Nil					£270,000	

**Non-Financial Benefits** (Please indicate the extent of non-financial benefits resulting from implementation of each proposal)

Prop. No	Proposal	Benefit
1		
2		
3		

**Impact Assessment** (Please provide details of the economic, social and environmental impact of delivering proposals with particular emphasis to the Well-being of Future Generations Act)

Prop. No	Proposal	Impact	Positive/Negative
1	Housing completions	This additional income generation will help to balance the 2018/19 budget	Positive
2	Council Tax recovery	This additional income generation will help to balance the 2018/19 budget	Positive
3	Council Tax Reduction Scheme	This additional income generation will help to balance the 2018/19 budget	Positive

**Assumptions** (Please indicate what assumptions have been made in formulating the proposals)

Prop. No	Proposal	Assumption
1	Housing completions	Assumes that our planning data is accurate and up to date and reflects what is actually happening with these developments.
2	Council Tax recovery	Assumes that council tax recovery will continue in line with previous historic recovery patterns.
3	Council Tax Reduction Scheme	Assumes that CTRS caseloads continues to fall in line with previous patterns.

**Risk Analysis** (Please include any operational, strategic or political risks in connection with the delivery of the proposals and how they may be mitigated)

Prop. No	Proposal	Risk	Risk Assessment				Mitigating Actions	Anticipated post mitigation risk level
			Type (Operational/ Strategic/ Political)	Likelihood (0-5)	Impact (0-5)	Overall Level		
1	Housing completions	That the anticipated additional developments are delayed and the households don't become liable for council tax in the 2018/19 financial year	Operational Strategic	3	5	15	There is little the Authority can do, as housing completions are down to individual house builders. The Authority can only raise a charge when the Valuation Office have brought the property into rating	3 x 5=15
2	Council Tax recovery	That future recovery does not replicate historic performance. Many socio/economic factors can	Operational	3	5	15	There are no mitigating factors here other than to ensure that the Revenues Team continue to operate efficient and effective recovery procedures	3 x 5=15

Prop.	Proposal	Risk		Risk Assessment			Mitigating Actions	Anticipated
		influence this which are largely outside of the Authority's control						
3	Council Tax Reduction Scheme	That caseload starts to rise. This is a possibility given the introduction of full Universal Credit in the summer of 2018. Welsh Government has also indicated that they are planning on promoting the scheme next year which could lead to an increase in caseload	Operational Strategic	3	5	15	There are no mitigating factors here as the Authority has to award this relief to any eligible applicants	3 x 5=15

## 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 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
- 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 Directorate Management Teams, Chief Officers, Strategic Leadership Team and Cabinet Member scrutiny.
- Comparing year on year budgets by using 2016/17 outturn and 2017/18 budget monitoring data.
- Looking at a unit cost analysis for services against other Welsh authorities
- 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.
- Providing Select Committees with the assumptions underlying the Medium Term Financial Plan.
- Consulting on budget proposals with the Schools Budget Forum, Trade Unions (via the Joint Advisory Group), vulnerable groups and the disabled via the Access for All forum and with young people through the Engage to Change network.
- 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 MTFP model. Outlined below are the key risks and how they are being managed:

- Some identification of evidenced based pressures in relation to the financial impact of increasing demand in children's social services, demographic changes such as increasing elderly population, changes in pupil numbers, increase in special educational need provision has been included in the current budget process. However, these risks have in part been mitigated by the protection given to these areas in the sense that budget savings continue to be 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.
- 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 community, other partners and entities. 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. 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.
- With this in mind, the existing financial year evidences quite significant adverse variance against budget based on month 7 activity. This places an additional risk that Council Fund levels will be compromised below 4%-6% financial planning assumption traditionally volunteered to Members as prudent.
- Some of the apparent pressures evident during month 7 monitoring have been addressed as specific pressures in 2018-19 budget proposals, and furthermore adjustments that need to be made in respect of previously savings volunteered to members and supported by them which are not subsequently being delivered.
- Late notification of grant funding streams being removed or reduced. There are still significant grant streams that the Council relies upon, that have either not yet been communicated by Welsh Government, have been received late in the budget process or where the impact of notifications is awaiting further clarification. This is particularly an issue where the expenditure backing this grant has an effect on the financing of permanent staff e.g. concessionary fares, bus services support grant. 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.
- No allowance for non-pay inflation is afforded in the proposed budget, despite RPI predictions over next 4 years being between 2.7% to 3%. 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.

- General pressures on school budgets indicated by the number of schools requiring an agreed 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 still need to establish timely sustainable budget management plans and where necessary budget recovery plans.
- Treasury estimates established in the budget are based on cashflows, timing of capital spend, forecast interest rate levels and capital receipts occurring as planned. In a change from previous years a degree of capital slippage (£6m) has been assumed, that won't require financing in year, and an increase in short term variable rate loan funding rather than fixed rate financing. This has necessitated an explicit change in Treasury Strategy.
- The risks on the capital side are largely caused by limited additional capital receipts being foreseen by colleagues during the next MTFP window, placing an additional emphasis on borrowing going forward, at a time when revenue headroom to afford borrowing is compromised by the extent of annual savings necessary to achieve a balanced budget.
- In addition there is a balance between affording the significant pressures highlighted of a capital nature not currently met against Future schools aspirations.

1.5 Whilst the above risks in the 2018/19 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:

- Very low settlements projected for the medium term
- The financial, service and strategic implications of service transformation.
- 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
- Low economic activity leading to increased demand for some services and reduced income in others.

## 1.6 Adequacy of reserves

1.7 The MTFP has established the principles for general and earmarked reserve utilization. The level of the Council Fund reserve stood at £7.1m at start of 2017-18. Latest financial monitoring information shared with Members and SLT during the year indicates an adverse forecast situation of £62k, but relies upon net cost of service deficits being no greater than £1.333million compensated by Treasury activity and Council Tax receipts. Any adverse volatility in service deficit costs could have a material effect on Council's

prudent financial planning assumption of keeping general reserve levels between 4-6% of net expenditure. As an indication £7.05m balance (i.e. brought forward reserve balance less £62k) equates to 4.63% cover, which is only a little above minimum prudent provision.

- 1.8 During 2017-18 Cabinet agreed to a one off relaxation of Fairer Funding Regulations to the extent that schools balances were allowed to be a maximum £608k deficit. As at month 7, school balance activity was £54k below that ceiling figure. Going forward and to avoid compromising extent of holistic balance, this will place far more emphasis on LEA finance colleagues to agree budgets that are sustainable to the resources available rather than passporting additional deficits to their school reserve.
- 1.9 The 2018/19 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 £7.8 million forecast at end of 2017/18 to £6.1 million at the end of 2018/19. (Appendix H) 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 circa £2.8 million.
- 1.11 The volatility of the Children's social services budget continues to be apparent despite cash injections from previous budget processes. The effect of the services Recovery plan is modelled both in terms of pressure volunteered by the service and how over the term of the MTFP the service will reduce that pressure to arrive at a sustainable service with budget allocation.
- 1.12 My judgement, taking into account the budget forecast at month 7, 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 into 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. Extra savings may need to be drawn up and communicated to members after the budget process, if the 2017-18 outturn position introduces a Council Fund balance below 4%.
- 1.13 The provisional schedule of reserves estimated at the end of the financial year is included as an appendix to the budget report.

Peter Davies  
Responsible Financial Officer

## **Appendix G - PRUDENTIAL INDICATORS for Programme Proposals 2018/22**

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 2018/2019 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 2018/19 to 2021/22 is as follows: The 2018/19 figures are inclusive of £6,000,000 of slippage from 2017/18 as estimated in the 2018/19 MTFP on which these indicators are based.

- General Unsupported borrowing of £1,000,000 2018/19 to 2021/22.
- 21<sup>st</sup> Century Schools – budgeted unsupported borrowing of £7,547,000 and £4,070,000 (adjusted for slippage) in 2017/18 and 2018/19.
- Other budgeted unsupported borrowing of £1,658,000 in 2017/18 including £506,000 for the Solar Farm and £550,000 for carparks. And in 2018/19, £2,283,000 for the Abergavenny Community Hub and £1,000,000 for the refurbishment of J block at County Hall, Usk, and £400,000 IT replacement in King Henry VIII and Chepstow High Schools
- £2,402,000 of supported borrowing in 2017/18 and £2,410,000 in 2018/19 to 2021/22 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 2016/17 and the estimates of capital expenditure and financing for the current year and future years that are recommended for approval are:

	<b>2016/17 Actual £000</b>	<b>2017/18 Estimate £000</b>	<b>2018/19 Estimate £000</b>	<b>2019/20 Estimate £000</b>	<b>2020/21 Estimate £000</b>	<b>2021/22 Estimate £000</b>
Capital Expenditure	41,684	48,645	28,805	6,623	5,863	6,120

The estimate of capital expenditure for the 2017/18 and 2018/19 financial years includes allowance for estimated slippage of expenditure from the 2017/18 capital programme.

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>2016/17 Actual %</b>	<b>2017/18 Estimate %</b>	<b>2018/19 Estimate %</b>	<b>2019/20 Estimate %</b>	<b>2020/21 Estimate %</b>	<b>2021/22 Estimate %</b>
Ratio of financing costs to net revenue stream	4.33	4.79	5.18	5.13	5.19	5.10

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 2017 are:

	<b>2016/17 Actual £000</b>	<b>2017/18 Estimate £000</b>	<b>2018/19 Estimate £000</b>	<b>2019/20 Estimate £000</b>	<b>2020/21 Estimate £000</b>	<b>2021/22 Estimate £000</b>
Capital Financing Requirement	134,588	143,219	155,484	159,345	157,820	156,553

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 9<sup>th</sup> March 2017 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.

		<b>2016/17 Actual £000</b>	<b>2017/18 Estimate £000</b>	<b>2018/19 Estimate £000</b>	<b>2019/20 Estimate £000</b>	<b>2020/21 Estimate £000</b>	<b>2021/22 Estimate £000</b>
Net borrowing	External	84,904	119,597	135,110	133,207	127,449	127,081
Gross borrowing	External	89,329	125,305	140,289	139,046	132,897	133,090
Capital Requirement	Financing	134,588	143,219	155,484	159,345	157,820	156,553

The Head of Finance, as the Authority's S151 officer, reports that the Authority had no difficulty meeting this requirement in 2016/17, 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>2016/17 Actual £000</b>	<b>2017/18 Estimate £000</b>	<b>2018/19 Estimate £000</b>	<b>2019/20 Estimate £000</b>	<b>2020/21 Estimate £000</b>	<b>2020/21 Estimate £000</b>
Borrowing		123,529	170,917	191,489	190,246	184,097	184,290
Other long term liabilities		2,707	2,543	2,843	2,643	2,443	2,368
<b>Total</b>		<b>126,236</b>	<b>173,460</b>	<b>194,332</b>	<b>192,889</b>	<b>186,540</b>	<b>186,658</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 budget proposals 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 worst case scenario, with sufficient headroom over and above this to allow for operational management, for example unusual cash movements.

## Operational Boundary for External Debt

The Council is also asked to approve the following Operational Boundary for external debt for the same period.

	<b>2016/17 Actual £000</b>	<b>2017/18 Estimate £000</b>	<b>2018/19 Estimate £000</b>	<b>2019/20 Estimate £000</b>	<b>2020/21 Estimate £000</b>	<b>2021/22 Estimate £000</b>
Borrowing	103,329	140,717	161,289	160,046	153,897	154,090
Other long term liabilities	1,207	1,043	1,343	1,143	943	868
	<b>104,536</b>	<b>141,760</b>	<b>162,632</b>	<b>161,189</b>	<b>154,840</b>	<b>154,958</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 2017 was £90.5 million, comprising £89.3 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 the 2018/19 budget report, the Council is asked to note that the Authorised Limit determined for 2018/19 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:

- 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>2016/17 Actual £ p</b>	<b>2017/18 Estimate £ p</b>	<b>2018/19 Estimate £ p</b>	<b>2019/20 Estimate £ p</b>	<b>2020/21 Estimate £ p</b>	<b>2021/22 Estimate £ p</b>
Effect on Band D Council Tax	40.50	17.19	15.27	3.10	2.46	2.89

The incremental impact is reducing with time as the amount of Capital expenditure on the 21 Century schools is coming to an end.

**Peter Davies**  
**Responsible Financial Officer**

Appendix H/1 -Use of reserves for Revenue Budget Purposes 2018/19

Account	2017/18	2018/19			
	C/F	Contributions To	Contribution slipped from 1718	Contributions From Rev-New budget and Capital new budget & slippage	C/F
Council Fund (Authority)	-7,111,080				-7,111,080
School Balances	-1,156,163				-1,156,163
<b>Sub Total Council Fund</b>	<b>-8,267,243</b>	0	0	0	<b>-8,267,243</b>
<b>Earmarked Reserves:</b>	0				
Invest to Redesign Reserve MAIN	-1,029,484			152,214	-877,270
Invest to Save Reserve - Advances (vehicles)	201,507	-130,681		47,013	117,839
Centre of Innovation/people strategy	-130,000				-130,000
Developing a new Social Services ICT System	80,000	-40,000			40,000
Innovation & marketing business case	-38,701		38,701		0
City Deal	30,835				30,835
Payroll & HR support	25,000				25,000
Waste & Recycling Review	0		249,000		249,000
Inspire to Work	17,000			38,000	55,000
<b>Sub-Total Invest to Redesign</b>	<b>-843,842</b>	<b>-170,681</b>	287,701	237,227	<b>-489,595</b>
IT Reserve (MAIN)	-825,451		60,000	11,065	-754,386
Schools IT refresh	195,990				195,990
Cash Receipting System	67,000				67,000
<b>Sub-Total IT Transformation</b>	<b>-562,461</b>	0	60,000	11,065	<b>-491,396</b>
<b>Sub-Total Insurance and Risk Management</b>	<b>-1,083,295</b>	0	0	0	<b>-1,083,295</b>
Fixed Assets Disposal Costs Reserve	-205,067			81,343	-123,724
<b>Sub-Total Capital Receipt Generation</b>	<b>-205,067</b>	0	0	81,343	<b>-123,724</b>
Adjustment to reserve level in favour of Priority Investment Fund		155,000			155,000
<b>Sub Total Treasury Equalisation</b>	<b>-990,024</b>	155,000	0	0	<b>-835,024</b>
<b>Sub-Total Redundancy and Pensions</b>	<b>-496,813</b>	0	0	163,978	<b>-332,835</b>
Capital Support Reserve	516,567			17,999	534,566
<b>Sub-Total Capital Investment</b>	<b>-630,337</b>	0	0	17,999	<b>-612,338</b>
Priority Investment Reserve (Main)	-855,438				-855,438
14/15 EBP - Local Development Plan	-100,000		375,000		275,000
Children's' services 5 temporary staff	86,000				86,000
Future Monmouthshire	250,000				250,000
SCH Senior Leadership review	211,249		38,751		250,000
CIL	0		30,000		30,000
Legal costs for revocations	180,000				180,000
Eisteddfod	-215,562				-215,562
ADM	0	-155,000		155,000	0
<b>Sub-Total Priority Investment</b>	<b>-443,751</b>	<b>-155,000</b>	443,751	155,000	<b>-0</b>

<b>Other Earmarked Reserves:</b>					
Museums Acquisitions Reserve	-56,760				-56,760
Elections Reserve	-58,183	-25,000			-83,183
Grass Routes Buses Reserve	-151,084	-5,000			-156,084
Youth Offending Team	-273,567				-273,567
Building Control trading reserve	-25,987				-25,987
Outdoor Education Centres Trading Reserve	-190,280				-190,280
CYP maternity	-93,590				-93,590
Plant & Equipment reserve (Highways)	-75,000				-75,000
Solar Farm maintenance & community	0	-23,000			-23,000
Homeless Prevention Reserve Fund	-4,619				-4,619
Rural Development Plan Reserve	-86,471		62,717	23,754	0
<b>Sub-Total Other Earmarked Reserves</b>	<b>-1,015,540</b>	<b>-53,000</b>	<b>62,717</b>	<b>23,754</b>	<b>-982,069</b>
<b>Total Earmarked Reserves</b>	<b>-6,271,131</b>	<b>-223,681</b>	<b>854,169</b>	<b>690,366</b>	<b>-4,950,277</b>
<b>Total useable revenue reserves</b>	<b>-14,538,374</b>	<b>-223,681</b>	<b>854,169</b>	<b>690,366</b>	<b>-13,217,520</b>

## Appendix H/2 - Reserve Balances

### Useable revenue reserve projection using latest available budget and MTFP information

Financial Year ending	2019 £000	2020 £000	2021 £000	2022 £000
<b><i>Council Fund</i></b>				
Council Fund (Authority)	(7,111)	(7,111)	(7,111)	(7,111)
School Balances	(1,156)	(1,156)	(1,156)	(1,156)
<b>Sub Total Council Fund</b>	<b>(8,267)</b>	<b>(8,267)</b>	<b>(8,267)</b>	<b>(8,267)</b>
<b><i>Earmarked Reserves</i></b>				
Invest to Redesign Reserve	(490)	(832)	(825)	(825)
IT Transformation Reserve	(491)	(491)	(491)	(491)
Insurances & Risk Management Reserve	(1,083)	(1,083)	(1,083)	(1,083)
Capital Receipt Generation Reserve	(124)	(124)	(124)	(124)
Treasury Equalisation Reserve	(835)	(835)	(835)	(835)
Redundancy and Pensions Reserve	(333)	(245)	(157)	(69)
Capital Investment Reserve	(612)	(600)	(588)	(588)
Priority Investment Reserve	(0)	(0)	(0)	(0)
Museums Acquisitions Reserve	(57)	(57)	(57)	(57)
Elections Reserve	(83)	(108)	(133)	(58)
Grass Routes Buses Reserve	(156)	(161)	(166)	(171)
Restricted Use Reserves	(686)	(709)	(732)	(755)
<b>Sub Total Earmarked Reserves</b>	<b>(4,950)</b>	<b>(5,246)</b>	<b>(5,191)</b>	<b>(5,056)</b>
<b>Total Useable Revenue Reserves</b>	<b>(13,218)</b>	<b>(13,513)</b>	<b>(13,458)</b>	<b>(13,323)</b>

## Appendix I – Revenue Budget Summary

Services	Indicative Base 2018/19 £000	Indicative Base 2019/20 £000	Indicative Base 2020/21 £000	Indicative Base 2021/22 £000
Children & Young People	50,164	50,355	50,505	50,657
Social Care & Housing	45,344	46,012	47,033	47,230
Enterprise	11,013	10,527	10,585	10,662
Resources	7,206	7,215	7,284	7,353
Chief Executive's Unit	15,415	15,309	15,712	15,853
Corporate Costs & Levies	22,028	24,383	26,934	29,453
<b>Sub Total</b>	<b>151,170</b>	<b>153,801</b>	<b>158,054</b>	<b>161,209</b>
Transfers to reserves	224	434	53	53
Transfers from reserves	(1,363)	(127)	(96)	(188)
Treasury	7,782	7,755	7,868	7,782
<b>Appropriations Total</b>	<b>6,643</b>	<b>8,062</b>	<b>7,825</b>	<b>7,647</b>
<b>Total Expenditure Budget</b>	<b>157,812</b>	<b>161,863</b>	<b>165,879</b>	<b>168,856</b>
Aggregate External Financing (AEF)	(93,268)	(91,589)	(89,941)	(88,322)
Council Tax (MCC)	(50,907)	(52,887)	(54,944)	(57,083)
Council Tax (Gwent Police)	(10,960)	(11,157)	(11,358)	(11,562)
Council Tax (Community Councils)	(2,676)	(2,676)	(2,676)	(2,676)
Contribution to/(from) Council Fund	0	0	0	0
<b>Sub Total Financing</b>	<b>(157,812)</b>	<b>(158,310)</b>	<b>(158,920)</b>	<b>(159,644)</b>
<b>(Headroom)/Shortfall</b>	<b>(0)</b>	<b>3,553</b>	<b>6,959</b>	<b>9,212</b>



# 2018-19 Reconciliation through Budget Process

## Appendix I - Revenue Budget Summary 2018/19

	November 2017 Cabinet proposals							Final Settlement Changes		Full Cost MTFP Base Budget Adjustments	February 2018 Cabinet and Final budget recommendations to Council			
	Indicative Base Budget 2017/18	Proposed savings	Identified Pressures	Council Tax Income	Reported Budget Position 2017/18	Adjustments to savings by Cabinet	Revised Budget	Adjustment to AEF	Settlement pressures / adjustments		Changes to Pressures	Changes to Savings	Final amendments	Final budget recommended
<b>Net Expenditure Budgets</b>														
Children and Young People Core	3,336	-455	121		3,002	179	3,181		0	-279	290	-74		3,118
Gross Expenditure Schools (ISB)	46,545	-32	554		47,067		47,067				227	-249		47,045
Social Care and Health	44,423	-751	1,108		44,780		44,780		200	5	534	-174		45,344
Enterprise	9,460	0	499		9,959		9,959		0	1,043	98	-242	155	11,013
Resources	7,821	-376	161		7,606		7,606		0	-190	185	-396		7,205
Chief Executive's unit	16,973	-565	133		16,541	60	16,601		0	-1,093	449	-791	249	15,415
Corporate Costs & Levies	19,730	0	877		20,607		20,607		0	202	249	0	970	22,028
<b>Sub Total</b>	<b>148,287</b>	<b>-2,179</b>	<b>3,453</b>	<b>0</b>	<b>149,561</b>	<b>239</b>	<b>149,800</b>	<b>0</b>	<b>200</b>	<b>-312</b>	<b>2,032</b>	<b>-1,926</b>	<b>1,374</b>	<b>151,168</b>
Appropriations	8,088	-296			7,792		7,792				90	-100	1	7,783
Contributions to Earmarked reserves	201				201		201			23				224
Contributions from Earmarked reserves	-1,009				-1,009		(1,009)			50			-404	-1,363
<b>Total Net Proposed Budget</b>	<b>155,567</b>	<b>-2,475</b>	<b>3,453</b>	<b>0</b>	<b>156,545</b>	<b>239</b>	<b>156,784</b>	<b>0</b>	<b>200</b>	<b>-239</b>	<b>2,122</b>	<b>-2,026</b>	<b>971</b>	<b>157,812</b>
<b>Funding Budgets</b>														
Aggregate External Financing (AEF)	-93,000				-93,000		(93,000)		-269					-93,269
Council Tax (MCC)	-50,107			-530	-50,637		(50,637)					-270		-50,907
Council Tax (Gwent Police)	-10,186				-10,186		(10,186)						-774	-10,960
Council Tax (Community Councils)	-2,480				-2,480		(2,480)						-196	-2,676
<b>Total Funding</b>	<b>-155,773</b>	<b>0</b>	<b>0</b>	<b>-530</b>	<b>-156,303</b>	<b>0</b>	<b>-156,303</b>	<b>0</b>	<b>-269</b>	<b>0</b>	<b>0</b>	<b>-270</b>	<b>-970</b>	<b>-157,812</b>
<b>Headroom/-shortfall</b>	<b>-205</b>	<b>-2,475</b>	<b>3,453</b>	<b>-530</b>	<b>243</b>	<b>240</b>	<b>482</b>	<b>0</b>	<b>-69</b>	<b>-239</b>	<b>2,122</b>	<b>-2,296</b>	<b>1</b>	<b>0</b>
	<b>Council Tax 2017/18</b>				<b>2018/19 tax base</b>			<b>Council Tax 2018/19</b>	<b>%age increase</b>					
<b>Council tax recommendations</b>	1,183.19				45,887.85			1,241.76	4.95%					

Appendix J/1 Capital Budget Summary 2018/19 to 2021/22

Capital Budget Summary 2018 to 2022

	New Budget 2018/19	Indicative Budget 2019/20	Indicative Budget 2020/21	Indicative Budget 2021/22
<b>Asset Management Schemes</b>	5,212,277	1,929,277	1,929,277	1,929,277
<b>School Development Schemes</b>	13,671,989	800,000	50,000	50,000
<b>Infrastructure &amp; Transport Schemes</b>	2,240,740	2,240,740	2,240,740	2,240,740
<b>Regeneration Schemes</b>	209,237	482,000	472,000	729,000
<b>County Farms Schemes</b>	300,773	300,773	300,773	300,773
<b>Inclusion Schemes</b>	1,150,000	850,000	850,000	850,000
<b>ICT Schemes</b>	0	0	0	0
<b>Vehicles Leasing</b>	1,500,000	1,500,000	1,500,000	1,500,000
<b>Other Schemes</b>	20,000	20,000	20,000	20,000
<b>TOTAL EXPENDITURE</b>	24,305,016	8,122,790	7,362,790	7,619,790
<b>Supported Borrowing</b>	(2,410,000)	(2,410,000)	(2,410,000)	(2,410,000)
<b>Unsupported (Prudential) Borrowing</b>	(9,136,161)	(1,857,000)	(1,472,000)	(1,729,000)
<b>Grants &amp; Contributions</b>	(5,082,085)	(1,842,000)	(1,467,000)	(1,467,000)
<b>Reserve &amp; Revenue Contributions</b>	(4,999)	(4,999)	(4,999)	(4,999)
<b>Capital Receipts</b>	(6,171,771)	(508,791)	(508,791)	(508,791)
<b>Vehicle Lease Financing</b>	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
<b>TOTAL FUNDING</b>	(24,305,016)	(8,122,790)	(7,362,790)	(7,619,790)
<b>(SURPLUS) / DEFICIT</b>	0	0	0	0

Appendix J/2 - Schools Capital Budget Summary 2018/19 to 2021/22

Schools capital programme	Financial Year 2018/19	Financial Year 2019/20	Financial Year 2020/21	Financial Year 2021/22
	Indicative Budget £	Indicative Budget £	Indicative Budget £	Indicative Budget £
<b>Expenditure:</b>				
Monmouth Comprehensive School - 1600 Place	6,345,133	750,000		
Caldicot Comprehensive School - 1500 Place	2,164,911			
Monmouth Pool	4,711,945			
IT Provision King Henry VIII & Chepstow	400,000			
<b>Total Expenditure</b>	<b>13,621,989</b>	<b>750,000</b>	<b>0</b>	
<b>Financing:</b>				
Monmouth Comprehensive School - 1600 Place	(1,636,333)	(375,000)		
Caldicot Comprehensive School - 1500 Place	(867,515)			
Monmouth Pool (S106 18/19)	(985,000)			
<b>External Grant &amp; Contribution Funding</b>	<b>(3,488,848)</b>	<b>(375,000)</b>	<b>0</b>	
Monmouth Comprehensive School - 1600 Place	(4,072,467)			
Caldicot Comprehensive School - 1500 Place	(1,590,513)			
<b>Capital Receipts</b>	<b>(5,662,980)</b>	<b>0</b>	<b>0</b>	
Monmouth Comprehensive School - 1600 Place	(636,333)	(375,000)		
Caldicot Comprehensive School - 1500 Place	293,117			
Monmouth Pool	(3,726,945)			
IT replacement	(400,000)			
<b>Unsupported Borrowing</b>	<b>(4,470,161)</b>	<b>(375,000)</b>	<b>0</b>	
<b>Total Financing</b>	<b>(13,621,989)</b>	<b>(750,000)</b>	<b>0</b>	
<b>(Surplus) / Deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## Appendix J/3 - Capital Receipts Summary

### Forecast Useable Capital Receipts

Amounts in excess of £10,000 are categorised as capital receipts. The balance of receipts is required to be credited to the Useable Capital Receipts Reserve, and can then only be used for new capital investment or set aside to reduce the Council's borrowing requirement.

The forecast movement on the reserve based on forecast capital receipts and the budgeted application of capital receipts to support the financing of the Authority's capital programme is summarised below:

### GENERAL RECEIPTS

	2017/18	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000	£000
Balance as at 1st April	18,931	4,642	856	6,122	8,861
Less: capital receipts used for financing	(1,558)	(509)	(509)	(509)	(509)
Less: capital receipts used for financing 21c school provision	(14,777)	(11,663)	0	0	0
Capital Receipts Received	1,723	0	0	0	0
	4,318	(7,529)	348	5,613	8,352
Capital receipts Forecast	160	8,222	5,610	3,084	2,084
Deferred capital receipts – General	4	4	4	4	4
- Morrison's	160	160	160	160	160
Less: capital receipts set aside:	0	0	0	0	0
<b>Balance as at 31st March</b>	<b>4,642</b>	<b>856</b>	<b>6,122</b>	<b>8,861</b>	<b>10,599</b>

### LOW COST HOME OWNERSHIP AND HOMEFINDER RECEIPTS

	2017/18	2018/19	2019/20	2019/20	2021/22
	£000	£000	£000	£000	£001
Balance as at 1st April	221	221	221	221	221
Less: capital receipts used for financing	0	0	0	0	0
	221	221	221	221	221
Capital receipts Received / Forecast	-	-	-	-	-
<b>Balance as at 31st March</b>	<b>221</b>	<b>221</b>	<b>221</b>	<b>221</b>	<b>221</b>
Total Receipts b/f	19,152	4,864	1,078	6,343	9,082
Total Receipts c/f	4,864	1,078	6,343	9,082	10,821

## Appendix J/4 - Receipt Risk Factors

### Capital Receipts Summary and Risk Factors

The analysis below provides a summary of the receipts and the respective risk factors:

Capital Receipts Risk Factor	2018/19	2019/20	2020/21	2021/22	Certainty of Completion
	£	£	£	£	%
<b>Education Receipts</b>					
Low / completed	150,000	0	0	0	60.0%
Medium	100,000	0	0	0	40.0%
High	0	0	0	0	0.0%
<b>Total Education Receipts</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>
<b>County Farm Receipts</b>					
Low / completed	0	0	0	0	0.0%
Medium	1,400,000	0	0	0	100.0%
High	0	0	0	0	0.0%
<b>Total County Farm Receipts</b>	<b>1,400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400,000</b>
<b>General Receipts</b>					
Low / completed	160,000	160,000	160,000	160,000	76.2%
Medium	200,000	0	0	0	23.8%
High	0	0	0	0	0.0%
<b>Total General Receipts</b>	<b>360,000</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>840,000</b>
<b>Strategic Accommodation Review</b>					
Low / completed	300,000	0	0	0	16.7%
Medium	1,500,000	0	0	0	83.3%
High	0	0	0	0	0.0%
<b>Total Strategic Accommodation Receipts</b>	<b>1,800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,800,000</b>
<b>Dependent on Outcome of LDP</b>					
Low / completed	0	0	0	0	0.0%
Medium	4,411,750	5,449,950	2,923,750	1,923,750	100.0%
High	0	0	0	0	0.0%
<b>Total LDP Receipts</b>	<b>4,411,750</b>	<b>5,449,950</b>	<b>2,923,750</b>	<b>1,923,750</b>	<b>14,709,200</b>
<b>TOTALS</b>					
Low / completed	610,000	160,000	160,000	160,000	5.7%
Medium	7,611,750	5,449,950	2,923,750	1,923,750	94.3%
High	0	0	0	0	0.0%
<b>Total Capital Receipts Forecasted / Received</b>	<b>8,221,750</b>	<b>5,609,950</b>	<b>3,083,750</b>	<b>2,083,750</b>	<b>18,999,200</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 J/5 - Capital Pressures

### Anticipated Capital Pressures

Description of Pressure	Forecast Cost	Date Updated	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	Dec 16	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	Dec 16	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	Dec 16	Roger Hoggins / Carl 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	Dec 16	Roger Hoggins / Carl 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.	22,000,000	Dec 16	Rob O'Dwyer
<b>Disabled adaptation works to public buildings</b> required under disability discrimination legislation.	7,200,000	Dec 16	Rob O'Dwyer
<b>School Traffic Management Improvements</b> - based on works carried out on similar buildings.	250,000	Dec 16	Rob O'Dwyer
<b>Refurbishment of all Public Toilets</b> - Capital investment required to facilitate remaining transfers to Town and Community Councils	95,000	Dec 16	Rob O'Dwyer

<b>School fencing improvements</b>	68,000	Dec 16	Rob O'Dwyer/Headteachers
<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.	38,000	Dec 16	Rob O'Dwyer
<b>Radon remedial works</b> Following the commissioning of Radon Wales to carry Radon Surveys of public buildings, remedial works will be required at various premises to resolve issues	75,000	Dec 16	Rob 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. (Additional ROW allocation (30K) helping, but scale of overall pressure means these figures are still relevant)	2,200,000	Dec 16	Ian Saunders
<b>Transportation/safety strategy</b> –Air Quality Management, 20 m.p.h legislation and DDA (car parks)	1,200,000	Dec 16	Richard 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	Dec 16	Ian Bakewell
<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	Dec 16	Richard Cope
<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	Dec 16	Richard Cope

<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	Dec 16	Richard Cope
<b>Re-provision or repair of Chain Bridge</b> - Cost prediction is indicative at present. Summary quotes updated August 15. The bridge is currently under special management measures and inspection. Repair/ re-provision 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. Options evaluated from repairing sufficiently to maintain 40t limit, to converting to footbridge and re-provisioning	1,800,000 to 7,500,000. Mid point 4,700,000	Dec 16	Richard Cope
<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 park 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	Dec 16	Ian Saunders
<b>Severn View Care Facility renewal</b>	Unquantified to date		Julie Boothroyd/ Ty Stokes
<b>Total Pressures</b>	<b>141,287,000</b>		
<b>Capital investment for revenue savings</b>			
<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); Aim is also to reduce but not eliminate revenue; £400k per annum now. further down the line	1,000,000	Dec 16	Ian Saunders
<b>ALN Strategy</b> - Mandate 35 of the MTFP 14/15 outlines a review of current ALN service that includes Mounon House. Options could require Capital Spend but this is unknown at the present time	Unquantified to date		Nikki Wellington
<b>Abergavenny Hub costs</b>	2,000,000	Nov 17	Deb Hill Howells
<b>Office accommodation</b> - reflective of J&E block, Usk HQ and car park changes	1,130,000	Dec 16	Deb Hill Howells



Appendix J6 – Capital Receipts

Exempt from public disclosure, supplied separately





monmouthshire  
sir fynwy

## Future Generations Evaluation (Includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> Nikki Wellington/Roger Hoggins</p> <p><b>Phone no:</b> 01633 644549/01633 644133</p> <p><b>E-mail:</b> <a href="mailto:nicolawellington@monmouthshire.gov.uk">nicolawellington@monmouthshire.gov.uk</a> <a href="mailto:rogerhoggins@monmouthshire.gov.uk">rogerhoggins@monmouthshire.gov.uk</a></p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p>To charge £1 per day, per pupil for the childcare element of before schools clubs run in our primary schools. Pupils entitled to free school meals will be able to attend free of charge.</p> <p>To apply a one-off increase in primary school meal charge from £2.10 to £2.45 then freeze the charge for a further two years. (adult meals to increase from £3.70 to £4.10).</p> <p>Charge for concessionary fares to increase from £390 per annum to £440 per annum.</p>
<p><b>Name of Service</b> CYP Finance / School Meals/ school transport</p>	<p><b>Date Future Generations Evaluation</b> 12th February 2018/18<sup>th</sup> Feb 2018</p>

Page 485

**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**

- 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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>By charging for these clubs, it will make the clubs sustainable. This will provide part time jobs in our local schools.</p> <p>School meals provides part time employment and the charge helps to maintain the quality of service provided.</p>	<p>All pupils who are entitled to free school meals will not be charged and all pupils will be entitled to a free breakfast and main meal during the day.</p>




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	The concessionary fare provides cost effective transport for students who are not entitled to free transport. The increase helps to ensure education transport remains affordable overall.	
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	As far as possible school meals seek to use local produce and to prepare meals using fresh ingredients. Use of concessionary transport (i.e. bus services already in place with seats available) makes better use of transport rather than journeys to transport individuals being made.	
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	All pupils will have access to a free healthy breakfast. Charges will be for the childcare element for pupils that are not entitled to free school meals. All school meals are assessed for nutritional value and comply with the WG healthy eating campaign.	
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Where seats are available the concessionary travel service helps students to carry on their education and helps parents to make choices should they choose a school where free transport is not provided.	
<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	Some clubs do run activities during this time to promote sport etc. All pupils will be entitled to a healthy free breakfast.	

Page 152

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
recreation		
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	Concessionary transport for post 16's offers a cost effective travel option for them to continue their education.	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Page 487</p> <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The charges will enable the clubs to be sustainable for the longer term.</p> <p>The increase seeks to support the school meal service. By law councils need only provide free school meals but the benefit of a well balanced meal at lunch time for children's education is known so this helps to balance the cost of the service overall including free school meals.</p> <p>Concessionary fares provides an option where free school transport is not provided. The charge must help to sustain the service for the future.</p>	<p>While the proposal is to charge for the childcare element, pupils entitled to free school meals will not need to pay and all pupils can attend free for the breakfast part of the club.</p> <p>The increase in primary school meal charge is being frozen for a further 2 years after 18/19.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>		

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <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>Pupils will access a healthy breakfast prior to school and a main meal during the school day. This will help them concentrate in school and could lead to an increase in achievements for that pupil.</p> <p>The concessionary fare seeks to support the education transport service overall.</p>	
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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	<i>Pupils of school age will have access to a healthy breakfast and main meal during the day. This will be free to pupils on FSM.</i>	<p><i>There will be a charge to those pupils that are not entitled to FSM.</i></p> <p>The school meal charge increase is above inflation but is being frozen for 2 years after 18/19.</p> <p>The increase in concessionary school transport is above inflation but is applied to assist in the provision of education transport overall. Users have discretion to make other arrangements but overall the charge remains cost effective in many instances.</p>	<i>All pupils that are entitled to FSM can attend the whole club for the hour. Those that are not will still have access to the free breakfast, but will need to pay for the childcare element. They can chose not to attend the initial half hour, and therefore the club will be free.</i>
Disability	<i>All pupils regardless of their disability will have access to the club and will be supported appropriately. le one to one support if required.</i>	<p><i>This could impact on those families that are supporting a child with a disability. While it is not always the case, these families may have limited earning capacity and limited income.</i></p> <p><i>The concessionary travel charge is applied to all post 16 students which includes SEN students plus it is applied to students that chose to use transport where the council is not obliged to provide transport.</i></p>	<i>All pupils that are entitled to FSM can attend the whole club for the hour. Those that are not will still have access to the free breakfast, but will need to pay for the childcare element. They can chose not to attend the initial half hour, and therefore the club will be free.</i>
Gender reassignment			
Marriage or civil partnership			
Pregnancy or maternity			
Race			

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?
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language	<i>The breakfast clubs also carry out additional activities for pupils; this will include activities focusing around Welsh Language and Welsh Culture.</i>		

Page 490

**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>All safeguarding policies will be followed by schools. Pupils will be in school for a longer period of time and this could be a benefit to some pupils.</i> Provision of primary school meals and Home to school transport has safeguarding monitoring arrangements in place.		
Corporate Parenting			



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

Current provision both for costs and sustainability.  
 Data from other Local Authorities  
 External childcare provider 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?**

The main negative impact is the costs to families for this. There will be an impact on families, and it could make it unaffordable for some. The mitigation is that all pupils entitled to free school meals, will be able to access the whole duration at no cost, and those that are not entitled will be able to access the breakfast duration for free, with a charge for the childcare element. The proposed charges are less than would be paid via an external childcare provider.

For primary school meals the charge is above inflation but is necessary to support the cost of the service overall. The quality of service will remain with largely freshly prepared meals sourced locally as far as possible rather than major transition to frozen or chilled produce.

**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
Assess the impact of these proposals, both in terms of income received and any actual fall in attendance.	August 2019	Nikki Wellington and Sue Hall	
Take up of school meal service will be monitored monthly.		Pauline Batty, Roger Hoggins	
Ongoing monitoring of take up of concessionary travel and bad	Every term	Richard Cope, Roger Hoggins,	

debt levels		accountancy staff.	
-------------	--	--------------------	--

**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:	August 2019
--	-------------

**9. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.0	Cabinet.	7 <sup>th</sup> March 2018.	

Page 492



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> Nikki Wellington</p> <p><b>Phone no:</b> 01633 644549</p> <p><b>E-mail:</b> nicolawellington@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <p>To remodel the inclusion model for Monmouthshire to ensure that provision is developed in county to ensure that pupils are able to remain within Monmouthshire.</p>
<p><b>Name of Service</b> CYP Finance</p>	<p><b>Date Future Generations Evaluation</b> 9<sup>th</sup> February 2018</p>

**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**

Page 493




**10. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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>With this proposal, there will be new opportunities for jobs. Some staff that have the correct skills to be able to support pupils under the proposed model, however there will be vacancies where there is a skills gap. There will also be some staff losses, where staff do not have the required skills or where the service is being redesigned and there is not a requirement for that post.</p>	<p>Where there are staff losses, the protection of employment policy will be followed and all staff will be consulted with. Staff will be redeployed where possible, therefore minimising that risk.</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and</p>	<p>No impact</p>	<p>No impact</p>



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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	Where possible the needs of the pupils will be met in county, near to their homes and local communities. This will have a positive effect on wellbeing for families. There may be a few pupils, who's needs are best met outside of the county. This will be done in full consultation with all parties concerned.	All needs will be considered and the views of parents and children will be central to decision making process to ensure that the education placement is the best for the pupil.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Pupils will be supported by their local community, they will remain with their peer group where possible.	No impact
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	No impact	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	By remaining in their local communities wherever possible, pupils will be able to engage, participate and embrace the Welsh culture and heritage.	No impact
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	No impact	No impact

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
-----------------------------------	---	---

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Because the provision will be within Monmouthshire, the needs of the child will be known and where appropriate, it will be easier to plan for the long term needs of that pupil.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Partners such as Social Services and Health are key partners in securing success and they will be consulted at all stages and their views will discussed and considered when determining the most suitable provision to meet the needs of the pupil.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>All partners and key stakeholders will be consulted, along with parents and parent advocacy groups such as SNAP. The views of children and young people will be listened to and will form be a central part of the decision making process.</p>	

Page 495

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The needs of the pupil will be identified at the earliest point of need irrespective of where that occurs. This will enable timely interventions to be put in place so that pupils have the support they need swiftly to ensure maximum benefit.</p> <p>The proposed range of provision across the county will mean that pupils can be offered short term provision if required. This means that pupils will have appropriate support within the provision and outreach support to make a successful transition back into school when appropriate. Outreach support will ensure that staff will be provided with training and guidance to effectively support the pupil back into school. This is not possible with our current model.</p>	
 <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>All partners will work together and therefore the partners will have a clear understanding of the needs of that pupil so that they can collectively act in the best interests of the child or young person in determining the most suitable provision. This will allow them to better meet the child or young person's educational needs as well as their wider social, emotional and community needs.</p>	

**12. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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	<i>Pupils needs will be identified earlier and support provided at an earlier age. The model will look to support pupils in their local communities where possible.</i>	<i>No impact</i>	<i>No impact</i>
Gender reassignment			
Marriage or civil partnership			
Pregnancy or maternity			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

**13. 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>Given that the pupils will be educated within Monmouthshire where possible, Monmouthshire's safeguarding policies will apply and we will be able to monitor better.</i>		
Corporate Parenting	<i>Given that the pupils will be educated within Monmouthshire where possible, Monmouthshire's policies will apply and we will be able to monitor better.</i>		

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

Page 498	<p>Pupil data.  Review of current and future needs.  Current provision within our schools.  Current and future budgets.  Working groups with Heads, parent advocacy.</p>

**15. 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>The positive impact is the proposal to identify needs at an earlier age and to educate pupils in their own communities, where possible. This will have a positive impact on the wellbeing of the pupils and their families. The main negative impact is the potential redundancies for staff where they cannot be redeployed,</p>
--



**16. 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

**17. 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:	August 2020.
--	--------------

Page 499

**18. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.0	Cabinet.	7 <sup>th</sup> March 2018.	



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> Nikki Wellington</p> <p><b>Phone no:</b> 01633 644549 <b>E-mail:</b> nicolawellington@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b> This proposal is to increase the charges by 25% for the residential element for Mounton House. The current charges are £58,271 therefore the charges would increase to £72,839. The current charges do not cover the costs of running the provision; the new charges would cover the running costs.</p>
<p><b>Name of Service</b> CYP ALN</p>	<p><b>Date Future Generations Evaluation</b> 12th February 2018</p>

Page 500

**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**





**19. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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 full costs of the provision will be recovered and this will ensure that jobs can be maintained.</p>	<p>If the number of placements reduces and therefore there is a requirement to reduce staffing, the protection of employment policy will be followed.</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate</p>		

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
change)		
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	Pupils placed at Mounton House will be educated and their needs supported. Staff employed are suitably qualified to meet their needs.	Given the level of the increase, their home authority may withdraw some placements. This will be mitigated by consulting with the authorities. There will be adequate notice to the authorities for decision to be made.
<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	Mounton House provides a wide range of activities for the residents; this will include sporting and cultural activities.	
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances		

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The charges will cover all the costs and therefore will make the placements sustainable. Longer term the provision will be considered as part of the inclusion review.</p>	<p>The negative impact could be that placements may be withdrawn. While these pupils are not Monmouthshire pupils full consultation with the home authorities will need to be given to allow decisions to be made for the best provision going forward.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Consultation with host authorities to ensure full costs are covered and adequate notice is given should they wish to withdraw the placement.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The host authorities will need to hear the voice of the child to ensure that the placements meets their needs.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Recovering full costs will ensure that Monmouthshire resources are not used to subsidise out of county placement and used for Monmouthshire children.</p>	

<b>Sustainable Development Principle</b>	<b>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</b>	<b>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
 <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p>		<p>The negative impact could be that placements may be withdrawn. While these pupils are not Monmouthshire pupils full consultation with the home authorities will need to be given to allow decisions to be made for the best provision going forward.</p>

**21. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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 positive impact is that resources can be used to support Monmouthshire pupils.	Pupils from out of county may have their placement withdrawn due to the increase in costs.	Full consultation with the authorities impacted. Long notice period to allow alternatives to be discussed if needed.
Disability	The positive impact is that resources can be used to support Monmouthshire pupils.	Pupils from out of county may have their placement withdrawn due to the increase in costs.	Full consultation with the authorities impacted. Long notice period to allow alternatives to be discussed if needed.
Gender reassignment			

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

Page 504

**22. 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			
Corporate Parenting			

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

Current provision both for costs and sustainability.  
 Data from other special schools to benchmark charges.

Page 505

**24. 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 negative impact will be if authorities choose to withdraw the place due to the increase in charges. This will impact the pupil who is currently attending and will also impact the family. Therefore a long notice period will be completed to ensure that the best provision can be sought. The positive impact is that Monmouthshire resources will be used to support Monmouthshire pupils and not subsidise out of county pupils.

**25. 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
Assess the impact of these proposals, both in terms of	August 2019	Nikki Wellington, Richard Austin and Sharon Randall-Smith	

income received and any actual fall in attendance			

**26. 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:	August 2019
--	-------------

**27. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.0	Cabinet.	7 <sup>th</sup> March 2018.	

Page 172





monmouthshire  
sir fynwy

## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation Julie Boothroyd</p> <p><b>Phone no:</b> 01633 644589 <b>E-mail:</b> <a href="mailto:julieboothroyd@monmouthshire.gov.uk">julieboothroyd@monmouthshire.gov.uk</a></p>	<p><b>Proposal Name:</b> Practice change in Adult Services 2018/2019</p>
<p><b>Name of Service</b> Social Care &amp; Health- Adult Services</p>	<p><b>Please give a brief description of the aims of the proposal</b> As part of the on -going transformation across the Adult Services Division further work will be carried out to re model, re align and reassess support to continue enabling people to live their own lives . Taking a ‘what matters’ approach to all areas of delivery enables a person by person approach which has delivered savings whilst increasing options and opportunities for people.</p> <p><b>Date Future Generations Evaluation form completed</b> 16/2/18</p>

Page 30

***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***




**28. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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,	A positive impact is that we support people to gain voluntary and nor paid employment though	Maximizing people’s benefit allocation to mitigate the increases where possible.

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</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	the work around helping people live a good life. A negative impact is that more people will pay higher charges for support in some areas of delivery e.g day provision , transport and community meals .	
<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	N/A
<b>A healthier Wales</b> People's physical and mental wellbeing maximized and health impacts are understood	Supporting people with a 'what matters' approach enables a positive identification of all areas of wellbeing physical and mental health.	n/a
<b>Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Positive impact of working to deliver 'what matters' is that we concentrate on connection to communities and work to develop a range of opportunities for people to remain resilient.	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	N/A
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or	The approach supports developing opportunities for people to reach their potential and live a good life.	

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
circumstances		

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

<b>Sustainable Development Principle</b>	<b>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</b>	<b>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
 <p><b>Long Term</b> Balancing short term need with long term and planning for the future</p>	<p>This proposal has been developed over the last 5 years and continues to aspire to manage an approach for supporting people in need of support in Monmouthshire into the future so we have sustainable and resilient provision of services.</p>	<p>Co- producing approaches with 3<sup>rd</sup> Sector , citizens and providers is key to ensuring we have a sustainable future for care provision.</p>
 <p><b>Collaboration</b> Working together with other partners to deliver objectives</p>	<p>The approach these proposals takes relies on collaborative approaches , with the co design of care , the collaboration around a place based approach all these are delivered in partnership</p>	<p>Keeping positive relationships is key across all partners and stakeholders.</p>
 <p><b>Involvement</b> Involving those with an interest and seeking their views</p>	<p>This approach fundamentally involves at its core the people we support and those charged with supporting people with us.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Prevention</b> Putting resources into preventing problems occurring or getting worse</p>	<p>In order to deliver the remodeling and re aligning of some service areas we have identified a need for resource to manage these specifically.</p>	<p>Monitoring progress to ensure the right resource is available to deliver will be a priority.</p>
 <p><b>Integration</b> Considering impact on all wellbeing goals together and on other bodies</p>	<p>These are considered alongside other bodies in any developments and delivery.</p>	

**30. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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?

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	Provides an approach to assessment that is person focused and concentrates on 'what matters' and is co- produced with the individual. Focusing on people strengths and maximizing connections reducing isolation.	some people will need to pay more for the support they receive	Maximize benefit allocation.
Disability	Provides an approach to assessment that is person focused and concentrates on 'what matters' and is co- produced with the individual. Focusing on people strengths and maximizing connections reducing isolation.	some people will need to pay more for the support they receive	Maximize benefit allocation.
Gender Assignment	-	-	-
Marriage or civil Partnership	-	-	-
Pregnancy or Maternity	-	-	-
Race	-	-	-
Religion or Belief	-	-	-
Sex	-	-	-
Sexual Orientation	-	-	-
Welsh Language	-	-	-

**31. 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 approach always considers safeguarding factors and works with people to minimize risks.		
Corporate Parenting	N/A		

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

Data used to develop the proposal includes:

- Demand analysis and demographic data.
- Budget analysis and trend data of existing budget.
- Social Services and Wellbeing Act

Page 512

**33. 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?**

**Continuing the transformational approach and developing it further remains a positive approach .**

**34. 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>

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

The impacts of this proposal will be evaluated on:	In line with the 2018/19 forecast timetable
--	---

**36. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> Rob O'Dwyer</p> <p><b>Phone no:</b> 01633644452 <b>E-mail:</b> robodwyer@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b> To increase the current community meal charge from £4.25 per meal to £4.50. To target the Community Meals section with income generation.</p>
<p><b>Name of Service</b> Community Meals</p>	<p><b>Date Future Generations Evaluation</b> 16th February 2018</p>

Page 17 of 14

**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**

**17. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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>An increase in meal prices is necessary to ensure the future sustainability of the service.</p>	<p>An increase in prices may impact on the affordability of the service for service users. The increase in charge is minimal but the drop out rate will have to be closely monitored to make sure the increase is not having a significant impact on service users accessing the service.</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>		




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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	Potential negative impact on people's wellbeing if they decide to stop using the services due to the price increase.	The level of increase in charge has been carefully considered to ensure that it is inline with current market rates and is not being charged at an unaffordable level. Without increasing the charge the sustainability of the service would be greatly at risk.
<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		

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
-----------------------------------	---	---

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The charges will enable the community meals service to remain sustainable for the longer term.</p>	<p>Careful monitoring will be needed to continue to assess the impact of the charge increase to ensure that it remains an accessible service</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Opportunities to collaborate with neighbouring authorities will always be considered to share good practice and resources where possible</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>We will listen to the feedback from our customers to ensure that we continue to deliver a service that meets their needs.</p>	<p>Continued engagement with both existing and potential customers</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>In increase in charge will enable us to sustain the community meals service for the longer term, delivering nutritionally balanced meals to those who need them.</p>	<p>Increased marketing of the service will increase the awareness of the service, seeking to encourage others to use this service to obtain healthy meals when they are no longer able to prepare meals for themselves.</p>

Page 516

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p data-bbox="143 480 282 507"><b>Integration</b></p> <p data-bbox="107 528 472 628">Considering impact on all wellbeing goals together and on other bodies</p>	<p data-bbox="533 233 1234 336">All opportunities for integration will continue to be considered, both within our organisation and with neighbouring authorities</p>	

Page 517

**39. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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	Continued delivery of meals to the elderly through a service that is financially sustainable.	Small increase in charge may deter current customers from continuing to access the service	Proposed increases are in line with current market rates. We will continue to monitor the take-up of the service as the new charge is introduced.
Disability	Continued delivery of meals to those who are unable to prepare meals for themselves due to disabilities, through a service that is financially sustainable.	Small increase in charge may deter current customers from continuing to access the service	Proposed increases are in line with current market rates. We will continue to monitor the take-up of the service as the new charge is introduced.
Gender reassignment Marriage or civil partnership	There are no additional protected characteristic impacts within this proposal		

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?
Pregnancy or maternity			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

Page 58

**40. 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	Continued delivery of meals to vulnerable adults through a service that is financially sustainable.	Small increase in charge may deter current customers from continuing to access the service	Proposed increases are in line with current market rates. We will continue to monitor the take-up of the service as the new charge is introduced.
Corporate Parenting			

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

Current provision both for costs and sustainability.  
 Review of current market rates

**42. 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 negative impact is the increased cost to those who use the service. This could impact on vulnerable adults and potentially make the service unaffordable for some. The mitigation is that the charge increase has been kept to a minimal amount and proposed charges are less than would be paid via an external provider.

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

Page 19

What are you going to do	When are you going to do it?	Who is responsible	Progress
Assess the impact of these proposals, both in terms of income received and any actual fall in demand	2018/19		

**44. 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>	Continued monitoring to assess demand
---	---------------------------------------

**45. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.**

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
1.0	Cabinet.	7 <sup>th</sup> March 2018.	

## Future Generations

<p><b>Name of the Officer</b> Jane Rodgers <b>Phone no:</b> <b>E-mail:</b> : JaneRodgers@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b></p> <ol style="list-style-type: none"> <li>1. Increasing opportunities for children with more complex / specialist needs, currently placed in residential placements, to be cared for by MCC carers</li> <li>2. Incentivising Independent Fostering Agency (IFA) carers currently looking after MCC children to transfer to MCC terms and conditions</li> <li>3. Recouping the financial contribution from Health for a young person who meets the criteria for continuing care</li> </ol>
<p><b>Name of Service</b> Children's Services</p>	<p><b>Date Future Generations Evaluation</b> form completed 19<sup>th</sup> Feb 2018</p>

Page 521

6. **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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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 promotion of Monmouthshire foster carers will retain money within the area rather than going to private profit. It has the potential to increase the skill level of carers within the county.</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 service development seeks to maximise its resources in respect of addressing the needs of the most vulnerable children and families in the county</p>	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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 proposals seek to promote the health and well-being needs of our Looked After Child population (short and long term) through seeking to keep Monmouthshire children in-county with Monmouthshire carers, and by promoting a partnership approach with health.</p>	
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>The proposals regarding the fostering project will promote Monmouthshire foster placements for Monmouthshire children and thereby enabling children and young people to retain their friendships, education, and community activities, all of which promote cohesive communities.</p>	N/A
<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>This will promote a strong sense of community pride and achievement in supporting local children and young people within our communities.</p>	N/A
<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>The proposals are designed to support local children and young people to remain in their families and communities they are from.</p>	
<p><b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances</p>	<p>The proposals support Equal Opportunities by ensuring that we will find safe and appropriate ways to work with families to help them meet their children's needs, including their need to be protected from harm. We will, whenever it is safe to do so, always look for ways to support children and young people to remain with their birth family, extended family and communities, and avoid the need for children and young people to become looked after.</p>	






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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The proposals sit within the context of the 3 year service and financial plan which sets out a sustainable service and financial plan for Children’s Services, combining improvements in social work practice, workforce development and commissioning. It reflects the need to strengthen the capacity within the service to meet demands both in the short medium and long term.</p>	<p>N/A</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The Social Services and Wellbeing (Wales) Act 2014, which came into force on the 6<sup>th</sup> of April 2016, is the legislative underpinning for changes in the way that local authorities and their partners work with individual families. The proposals around continuing care are challenging regarding our partnership work with health, and will depend on increased integration at all levels of the process from early recognition through to specialist provision and placements.</p>	<p>Monmouthshire CS continue to influence the development of integrated working through the Children and Families Partnership, and specifically about a policy review regarding children’s Continuing Care.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The fostering project work is shared with Corporate Parenting Panel and we are encouraging young people to get involved in the services through our LAC and care leavers group.</p>	<p>It is important that Children’s Services engage with the corporate engagement and participation officer to take forward consultation with families.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>These proposals are set within a wider service development agenda which support the shift towards early intervention and prevention. Moving forward, sustainability will be achieved through effectively addressing vulnerability at early signs and thereby preventing the requirement for high cost / specialist placements.</p>	

Page 524

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? Describe how.	If not, what has been done to better meet this principle?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>CS works closely with other strategic partners to ensure an integrated approach to children's well-being over the spectrum of vulnerability and need.</p>	

**48. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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 service is being developed to impact positively on the children and families we work with. This will assist in reviewing, identifying and commissioning / developing the right services to support the needs of children, young people and their families. We encourage foster carers of all ages, cultures and backgrounds to support our children and young people in care.	N/A	Promotional material makes it clear that foster carers can come from all walks of life.
Disability	As above	N/A	As above
Gender reassignment	As Above	N/A	As Above
Marriage or civil partnership	As Above	N/A	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>
Pregnancy or maternity	As Above	N/A	As Above
Race	As Above	N/A	As Above
Religion or Belief		N/A	N/A
Sex	As Above	N/A	As Above
Sexual Orientation	As Above	N/A	As Above
Welsh Language	As Above	N/A	As Above

**49. 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 and promoting the life-chances of Looked After Children and Young People are at the centre of these proposals.	N/A	Safe recruitment practices are followed for all carers and support workers working for CS.
Corporate Parenting		N/A	

Page 527

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

The evidence and data that has informed this report is:

1. The Social Services and Wellbeing (Wales) Act 2014
2. National Fostering Framework and related evidence
3. Financial data – Agresso
4. Service user data – PLANT
5. Continuing care policy and guidance

**51. 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 Future Generations Evaluations Form has helped the Council understand the positive and negative impacts of the current proposals and has evidenced that the Council has paid due regard to equality and sustainable development issues within the strategy proposal.

**52. 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
N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A

**53. 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:	Nov 2018
--	----------

**54. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1			
2			

Page 528



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation Tyrone Stokes</p> <p><b>Phone no:</b> 01633 644589 <b>E-mail:</b> <a href="mailto:tyronestokes@monmouthshire.gov.uk">tyronestokes@monmouthshire.gov.uk</a></p>	<p><b>Proposal Name:</b> Review of high cost placements in Children Services</p>
	<p><b>Please give a brief description of the aims of the proposal</b> Review the cost of 9 high cost placements to ensure that the Authority is obtaining the best price and/or the cost is in line with the current assessment of need.</p>
<p><b>Name of Service</b> Social Care &amp; Health</p>	<p><b>Date Future Generations Evaluation</b> form completed 08/02/17</p>

Page 529

***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***

**55. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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>A positive impact is that this ensures the Authority is obtaining the best value for money. A negative impact is the provision can be out of county/out of Wales as we have no in county market in those circumstances.</p>	<p>Options have been explored to evaluate any alternatives before a placement is made.</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and</p>	<p>N/A</p>	<p>N/A</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
ecosystems that support resilience and can adapt to change (e.g. climate change)		
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	The proposal ensures that the child remains in the most suitable accommodation that meets their identified assessed needs. Care needs to be taken that the cost review is not done in such a way that it destabilizes the market and threatens the care package.	A joined up strategy to ensure it links with the assessed needs and relationships are developed with social care practitioners and the providers to conduct effective negotiations.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Potential negative impact as in cases where the placement is out of county the child is away from their community	All options are explored under pre placement challenge
<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	The proposal ensures that the child remains in the most suitable accommodation that meets their identified assessed needs and helps them develop as an individual	


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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
-----------------------------------	---	---



Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p>	<p>Requirement to balance the 2018/19 budget requires a review of spend in this area. This will ensure that the Authority can meet its obligation in the future.</p>	<p>The approach of the review must ensure that it does not jeopardize the placement and destabilize the market.</p>
 <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>	<p>The review will both link in with the regional work hosted by Blaenau Gwent CBC, to review non framework high cost placements, and continue the work with the 4C's. The review will also look to have a closer relationship with care providers and the market.</p>	<p>Requirement to link costs to assessed need to ensure the outcomes for the child are maximized</p>
 <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>	<p>Any review must ensure that the needs of the Child continue to be met, and the views of parents are accommodated. The social work practitioners will be involved to have a balance on the investment made in the care package.</p>	<p>Adopt a clear and transparent approach to involve all stakeholders</p>
 <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>A review of high costs placements will help to : -</p> <ul style="list-style-type: none"> <li>- manage future costs ensuring the Authority continues to spend with its budget and</li> <li>- explore all opportunities in arriving at a balanced care provision</li> </ul>	<p>Adopt a clear and transparent approach to involve all stakeholders</p>

Page 531

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p data-bbox="143 480 282 507">Integration</p> <p data-bbox="107 528 472 628">Considering impact on all wellbeing goals together and on other bodies</p>	<p data-bbox="533 233 1330 485">The review will not be solely based on cost and will start with a review of assessed need to safeguard the care requirements. The review will then look at the best value for money in delivering the assessed need to ensure the wellbeing of the child/parents/family network and at the same time provide a sustainable platform for the provider.</p>	<p data-bbox="1352 233 2121 300">Adopt a clear and transparent approach to involve all stakeholders</p>

57. **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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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	Provides the best care solution that meets the assessed care needs for young children at an affordable cost/best value for money	Destabilize the placement for the most challenging and vulnerable young children	A strategy that looks to ensure a fully engaged and transparent approach, working in conjunction with all parties
Disability	Provides the best care solution that meets the assessed care needs for children with disabilities at an affordable cost /best value for money	Destabilize the placement for young children with disabilities	A strategy that looks to ensure a fully engaged and transparent approach, working in conjunction with all parties
Gender reassignment	-	-	-

<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	-	-	-
Pregnancy or maternity	-	-	-
Race	-	-	-
Religion or Belief	-	-	-
Sex	-	-	-
Sexual Orientation	-	-	-
Welsh Language	-	-	-

58. 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 review will ensure that the child remains in a secure placement and does not jeopardize their safeguarding	Any cost realignment could have the potential to have a negative impact on service delivery and it's quality	A monitoring process will be put in place to ensure any renegotiations mitigate the negative impact and can positively enhance independence and the meeting of assessed needs

Corporate Parenting	The Authority has a corporate duty to promote the welfare of looked after children. As part of the Authority's corporate priorities it will ensure permanent accommodation and support for looked after children	The proposal has the potential to jeopardize the placement and/or destabilize the market	The review will have a strategy which is transparent and centred on the assessment of needs
---------------------	---	--	---

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

Data used to develop the proposal includes:

- Link with the regional work hosted by Blaenau Gwent CBC to review non framework high cost placements
- the initial scoping of the Pathways to Independence (P2I) work established, which looked at reviewing high cost placements
- the scoping exercise of the 4 placements made through the existing 4C's framework where costs were reviewed and the best price commissioned
- assessment of need

Page 534

**60. 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 impacts will be to ensure the care needs of the child and their safeguarding are protected whilst allowing for financial sustainability and balancing of resources to meet outcomes.

The salient negative impacts are around the destabilizing of the current placement and market place and how this can affect the corporate policies of ensuring early intervention and prevention for children and families and permanent accommodation and support for looked after children.

**61. 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
Obtain Provider cost structures and link to assessed needs	Work is already underway	Tyrone Stokes	
Negotiate with Providers to review costs	From March/April 2018	Tyrone Stokes	

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

The impacts of this proposal will be evaluated on:	In line with the 2018/19 forecast timetable
--	---

**63. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration



monmouthshire  
sir fynwy

## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation</p> <p>Debra Hill-Howells  <b>Phone no:</b> 01633 644281  <b>E-mail:</b> debrahill-howells@monmouthshire.go.uk</p>	<p><b>Proposal Name:</b>                  Generate £30,000 net income from the acquisition of property assets to create an investment portfolio</p>
<p><b>Name of Service</b>                  Commercial and Integrated landlord Services</p>	<p><b>Please give a brief description of the aims of the proposal</b>                  The creation of a Property Investment Portfolio which will be used to generate income and support economic development where assets are acquired within the Capital City Region</p>
<p><b>Date</b>                  14.02.2018</p>	<p><b>Date Future Generations Evaluation form completed</b>                  14.02.2018</p>

Page 536

**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**





**64. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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>Where assets are acquired within Monmouthshire and the wider Capital City region they will be preserving and potentially growing local employment opportunities. Net rental income will be used to support front line service delivery.</p>	

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Where possible we will improve the energy efficiency of acquired assets and consider options for renewable energy alternatives or supply.	The operations within commercial assets or energy infrastructure may impact on the local landscape, e.g. solar farm.
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	No impact	No impact
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Acquiring assets within our local area will enable us to respond to local markets and provide regeneration opportunities.	Some communities may be opposed to commercial development or regeneration schemes. Whilst we will be seeking to acquire existing assets we may need to consider other ways of enhancing the value through intensification, change of use or re-development. If these options were exercised they would be subject to planning and local consultation.
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Where possible we will consider options to improve the energy efficiency of assets and the potential for renewable technologies.	Initial investment opportunities will be focused on Monmouthshire and the Capital City Region safeguarding local employment only.
<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	No impact
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	No impact	No impact


Page 53

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Any investments will be on the basis of 25 year borrowing so all acquisition decisions will need to consider the financial impact of the proposal at a minimum for the duration of the borrowing.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>		<p>The proposal considers the acquisition of investment properties and at this point does not consider any collaborative approaches assuming that MCC will acquire and manage the assets. There is a potential that JV's or SPV's will be considered if the nature of the asset required a partner approach.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The proposal was initially considered by Economy &amp; Development Select Committee in February 2016. Since that point we have been working with Finance, Alder King, Hugh James / Acurity legal to develop a strategy.</p>	<p>We have not undertaken any consultation with communities as this is a property investment strategy, any acquisitions with have commercial sensitivities and be financially driven. In the event that an acquisition takes place and regeneration proposals etc are developed that we would undertake consultation, however in the event the only change is the owner we would not expect to undertake consultation on this.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The proposal involves using borrowing to acquire property assets to help reduce the current revenue funding shortfall. This approach will enable the creation of additional revenue without impacting on services.</p>	<p>There is a risk with any property acquisition that the value of the asset will go down as well as up due to changing global or local economic conditions. In the event that the rental value decreased beyond the cost of borrowing the Council will be left in a negative position, this can be mitigated through the acquisition of a blended portfolio that spreads the risk around a wider portofil.</p>

Page 538



Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The benefit of this proposal is that the income derived from investments in the local area can safeguard local services and the local tax payer as well as potentially protect jobs and support the local economy.</p>	<p>The proposals firmly positions the Council in the private market place, potentially competing for properties with commercial investors and developers.</p>

**66. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

Page 539

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 acquisition of investment properties will be neutral to the protected characteristics	The acquisition of investment properties will be neutral to the protected characteristics	
Disability	The acquisition of investment properties will be neutral to the protected characteristics	The acquisition of investment properties will be neutral to the protected characteristics	
Gender reassignment	The acquisition of investment properties will be neutral to the protected characteristics	The acquisition of investment properties will be neutral to the protected characteristics	

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Marriage or civil partnership	The acquisition of investment properties will be neutral to the protected characteristics	The acquisition of investment properties will be neutral to the protected characteristics	
Pregnancy or maternity	The acquisition of investment properties will be neutral to the protected characteristics	The acquisition of investment properties will be neutral to the protected characteristics	
Race	The acquisition of investment properties will be neutral to the protected characteristics	The acquisition of investment properties will be neutral to the protected characteristics	
Religion or Belief	The acquisition of investment properties will be neutral to the protected characteristics	The acquisition of investment properties will be neutral to the protected characteristics	
Sexual Orientation	The acquisition of investment properties will be neutral to the protected characteristics	The acquisition of investment properties will be neutral to the protected characteristics	
Welsh Language	The acquisition of investment properties will be neutral to the protected characteristics	The acquisition of investment properties will be neutral to the protected characteristics	

Page 540

**67. 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 acquisition of investment properties will have a neutral impact on safeguarding and corporate parenting	The acquisition of investment properties will have a neutral impact on safeguarding and corporate parenting	
Corporate Parenting	The acquisition of investment properties will have a neutral impact on safeguarding and corporate parenting	The acquisition of investment properties will have a neutral impact on safeguarding and corporate parenting	

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

- Page 541
- Review of practice within English authorities who have been undertaking these practices for many years
  - Feedback from Economy & Development Select Committee
  - Legal advice on the proposals, our legal powers and limitations
  - Professional advice from Alder King on the proposed policy, acquisition guidelines and market opportunities
  - Financial advice for the Councils Finance team including testing scenarios
  - Experience of managing the existing legacy investment portfolio made up of secondary retail, industrial estates, renewable energy installations and County Farms

**69. 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?**

- Benefits**
- Create an additional revenue source for the Council without impacting on services or being an additional cost to tax payers.
  - Potential to support the local economy and jobs by acquiring assets within Monmouthshire and the Capital City region
  - Potential for acquisitions to stimulate regeneration opportunities

**Negative Impacts**

- Competing with the private sector
- Risks associated with property market

**70. 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

**71. 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:	
--	--

**72. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	Finalise the strategy and seek Member approval	In the next 6 months	
	Budget mandate approval	28th February 2018	



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation</p> <p>Rob O'Dwyer</p> <p><b>Phone no:</b> 01633 644452 <b>E-mail:</b> RobertO'Dwyer@monmouthshire.gov.uk</p>	<p><b>Proposal Name:</b> Freeze, cease or consolidate non-essential spend</p>
<p><b>Name of Service</b> Procurement</p>	<p><b>Please give a brief description of the aims of the proposal</b> Examining all cross directorate categories of expenditure where there is ability to turn off or reduce demand.</p> <p>The categories of expenditure include:</p> <ol style="list-style-type: none"> <li>1. Stationery</li> <li>2. Photocopying</li> <li>3. Mobile Phones</li> <li>4. Printing</li> <li>5. Postage</li> </ol>
<p><b>Date Future Generations Evaluation</b> form completed 12/02/2018</p>	

Page 543





***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuanace Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***

**73. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
-----------------	---	---

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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	Positive impact by ensuring a greater level of efficiency in our use of resources due to an overall reduction in Council spend.	Engagement with staff to understand service requirements
<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	N/A
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	N/A	N/A
<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	Reduction in spend on items such as photocopying and printing will reduce help ensure colleagues considered if it is necessary, therefore reducing the amount of paper used.	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	Reducing our spend in service areas enables us to remain sustainable and able to continue to deliver services to all those who need them.	Continue to provide services for those that require it

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p>	<p>Our proposal aligns with the Future Monmouthshire principle that focuses on keeping our services going now, through more effective use of resources, to enable us to grow service models that are fit for the future.</p>	
 <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>	<p>Considering all opportunities to collaborate with neighbouring authorities to achieve value for money and greater economies of scale.</p>	<p>Consider where the existing NPS Framework can assist in enabling greater collaboration in a way that focuses on supporting the Welsh economy</p>
 <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>	<p>Continued engagement with all stakeholders identified to ensure that any solutions identified are workable and sustainable based on varied stakeholder perspectives.</p>	<p>Ongoing engagement with colleagues is key to understanding service requirements to ensure “turning off” spend does not have a detrimental effect on their ability to deliver services. We will work with colleagues to understand the most sustainable method for meeting demand.</p>
 <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>This proposal focuses on maximizing the use of resources to ensure we are a fair and more equitable organisation whilst ensuring that service needs are met</p>	

Page 545

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p data-bbox="143 480 284 507">Integration</p> <p data-bbox="107 528 472 628">Considering impact on all wellbeing goals together and on other bodies</p>	<p data-bbox="533 233 1301 320">Whilst the main focus of the proposal is to reduce spend, the proposal also takes into account the use of alternative resources such as digital technologies that will improve working practices</p>	

75. **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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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	As these costs apply to all areas of service a reduction in spend that is not vital will ensure that the budget remains focussed on delivering services to those who most need them.	These areas of spend affect all areas of service, including those delivered to the young and elderly. A reduction in spend could impact on those services if reduction in horizontal spend impeded service delivery	Understanding service need will ensure that, whilst we aim to reduce unnecessary spend, we will not “turn off” demand where it would have potential to impede service delivery.
Disability	As these costs apply to all areas of service a reduction in spend that is not vital will ensure that the budget remains focussed on delivering services to those who most need them.	These areas of spend affect all areas of service, including those delivered to the young and elderly. A reduction in spend could impact on those services if reduction in horizontal spend impeded service delivery	Understanding service need will ensure that, whilst we aim to reduce unnecessary spend, we will not “turn off” demand where it would have potential to impede service delivery.
Gender reassignment	There are no additional protected characteristic impacts within this proposal as any opportunities created will be open to all and continued stakeholder engagement will enable all those effected to be part of any proposed changes.		



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

Page 54

6. 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	As these costs apply to all areas of service a reduction in spend that is not vital will ensure that the budget remains focussed on delivering services to those who most need them.	These areas of spend affect all areas of service, including those delivered to the young and elderly. A reduction in spend could impact on those services if reduction in horizontal spend impeded service delivery	Understanding service need will ensure that, whilst we aim to reduce unnecessary spend, we will not "turn off" demand where it would have potential to impede service delivery.

Corporate Parenting	As these costs apply to all areas of service a reduction in spend that is not vital will ensure that the budget remains focussed on delivering services to those who most need them.	These areas of spend affect all areas of service, including those delivered to the young and elderly. A reduction in spend could impact on those services if reduction in horizontal spend impeded service delivery	Understanding service need will ensure that, whilst we aim to reduce unnecessary spend, we will not "turn off" demand where it would have potential to impede service delivery.
---------------------	--	---	---

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

Analysis of spend over the last three years for the following categories of expenditure:

1. Stationery
2. Photocopying
3. Mobile Phones
4. Printing
5. Postage

Page 748

**78. 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 will be more effective use of resources that will enable our services to be sustainable for the future. Engagement with colleagues will be key to reducing the potential for any negative impacts on service delivery.

**79. 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
If proposal is accepted we will commence the actions outlined in the proposal and engage with colleagues	2018/19		

**80. 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:	Continued monitoring to ensure costs are reduced
--	--

**81. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Budget proposal		



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation</p> <p>Rob O'Dwyer</p> <p><b>Phone no:</b> 01633 644452 <b>E-mail:</b> RobertO'Dwyer@monmouthshire.gov.uk</p>	<p><b>Proposal Name:</b> Review of £25,000-£150,000 Off Contract Spend &amp; improved demand management</p>
<p><b>Name of Service</b></p> <p>Procurement</p>	<p><b>Please give a brief description of the aims of the proposal</b> The £25,000 to £150,000 expenditure profile is being examined for commodities that are currently experiencing "off contract spend" or where demand needs to be interrogated further. It is anticipated that a saving of 2.5% can be achieved through aggregating need, standardising and reducing demand.</p>
<p><b>Date Future Generations Evaluation form completed</b></p> <p>12/02/2018</p>	

Page 5 of 10





**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**


**82. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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 impact in that it will ensure a greater level of efficiency in our use of resources due to an overall reduction in Council spend. Review of spend and demand may create new</p>	<p>Engagement with staff to understand service requirements</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	market opportunities for local SMEs as we look to support the local economy through our own procurement processes.	
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Seeking out new market opportunities with existing or new SMEs in the local area will reduce our organisation's global footprint as we look to source goods on a local basis	Engagement with new and existing suppliers & businesses
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	N/A	N/A
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Supporting viable and connected communities through local economic growth	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Reducing carbon emissions by sourcing goods and services locally.	
<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	Reducing our spend in service areas enables us to remain sustainable and able to continue to deliver services to all those who need them. Providing opportunities for smaller businesses to compete and grow	Continue to provide services for those that require it

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Our proposal aligns with the Future Monmouthshire principle that focuses on keeping our services going now, through more effective use of resources, to enable us to grow service models that are fit for the future.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Considering all opportunities to collaborate with neighbouring authorities to achieve value for money and greater economies of scale.</p>	<p>Consider where the existing NPS Framework can assist in enabling greater collaboration in a way that focuses on supporting the Welsh economy</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Continued engagement with all stakeholders identified to ensure that any solutions identified are workable and sustainable based on varied stakeholder perspectives.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Focus this proposal is to maximize the use of resources to ensure we are a fair and more equitable organisation</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>We will explore all opportunities that may arise to share models and services with neighbouring authorities, with the potential to share transport opportunities.</p>	

**84. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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 Gender reassignment Marriage or civil partnership Pregnancy or maternity Race Religion or Belief	<p>There are no additional protected characteristic impacts within this proposal as any opportunities created will be open to all and continued stakeholder engagement will enable all those effected to be part of any proposed changes.</p>		

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?
Sex			
Sexual Orientation			
Welsh Language			

85. 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	There are no impacts on either safeguarding or corporate parenting through this proposal.		
Corporate Parenting			

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



Review of spend between £25,000 and £150,000 to identify npn-contract spend and to identify potential areas where contracts can be negotiated for better value.

**87. 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 will be more effective use of resources that will enable our services to be sustainable for the future. At this stage no negative impacts have been identified. Understanding the existing market and potential for growth is key to procuring in a way that can stimulate local economic growth.

**88. 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
If proposal is accepted we will commence the actions outlined in the proposal and engage with colleagues	2018/19		

**89. 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>	Continued monitoring to ensure costs are reduced
---	--

**90. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
1	Budget proposal		



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation</p> <p>Rob O'Dwyer</p> <p><b>Phone no:</b> 01633 644452 <b>E-mail:</b> RobertO'Dwyer@monmouthshire.gov.uk</p>	<p><b>Proposal Name:</b> Procurement Gateway Review</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 557</p>	<p><b>Please give a brief description of the aims of the proposal</b> Implement a "procurement Gateway Review" to challenge expenditure from the inception of the need to establish if it is required. Where expenditure is required, the following Gateway questions will be considered:</p> <ul style="list-style-type: none"> <li>- Has the option to make or buy been costed?</li> <li>- Does anyone else have the need?</li> <li>- Has the solution been market tested,</li> <li>- Is there any innovation within the supply chain that would lead to a better outcome?</li> </ul>
<p><b>Name of Service</b> Procurement</p>	<p><b>Date Future Generations Evaluation form completed</b> 12/02/2018</p>

**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**


**91. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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 impact in that it will ensure a greater level of efficiency in our use of resources due to an overall reduction in Council spend. Best value for money will not always be the lowest cost. The whole life costs of the goods/service will need to be considered. Review of spend and demand may create new market opportunities for local SMEs as we look to support the local economy through our own procurement processes.</p>	<p>Engagement with staff to understand service requirements</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>Seeking out new market opportunities with existing or new SMEs in the local area will reduce our organisation's global footprint as we look to source goods on a local basis</p>	<p>Engagement with new and existing suppliers &amp; businesses</p>
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>When reviewing how service needs can be met, options will be considered that focus on the best outcomes for individuals, not just the lowest costs options.</p>	<p>N/A</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>Supporting viable and connected communities through local economic growth. Understanding the wider benefits of the goods/services we procure will enable us to consider any potential positive community impact that can be achieved through procuring differently.</p>	<p>Continued analysis of whole life costs and wider potential benefits of the goods/services procured.</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>Reducing carbon emissions by sourcing goods and services locally. Whole life costing of goods/services will help improve understanding of the long term impact and/or benefit of the goods or services procured.</p>	
<p><b>A Wales of vibrant culture and</b></p>	<p>N/A</p>	<p>N/A</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>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	Having a Gateway Review process will ensure that diligent consideration will be given to how and what we procure in a way that enables us to remain sustainable and able to continue to deliver services to all those who need them. Understanding the whole life cost and overall value of the goods/services procured will ensure that the best solution can be utilized to ensure we can continue to support people to fulfill their potential. Providing opportunities for smaller businesses to compete and grow	Continue to provide services for those that require it

Page 559

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 Balancing short term need with long term and planning for the future <b>Long Term</b>	Our proposal aligns with the Future Monmouthshire principle that focuses on keeping our services going now, through more effective use of resources, to enable us to grow service models that are fit for the future.	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>	<p>Considering all opportunities to collaborate with neighbouring authorities to achieve value for money and greater economies of scale.</p>	<p>Consider where the existing NPS Framework can assist in enabling greater collaboration in a way that focuses on supporting the Welsh economy.</p> <p>Work with the PSB to develop collaborative solutions</p> <p>Consideration to be given to further collaboration with the City Deal Region where there is opportunity to do so.</p>
 <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>	<p>Continued engagement with all stakeholders identified to ensure that any solutions identified are workable and sustainable based on varied stakeholder perspectives. Early involvement with potential suppliers will help us work with those suppliers to procure goods/services that best meet the needs of our communities.</p>	
 <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The main focus of this proposal is to ensure that the goods/services we procure are fit to meet the needs of our service users whilst giving confidence that these services will remain sustainable and equitable. Focusing on outcomes alongside costs will help us to procure solutions that focus on prevention.</p>	<p>Engagement with service delivers, service users and potential suppliers to help us develop better solutions</p>
 <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>We will explore all opportunities that may arise to share models and services with neighbouring authorities, with the potential to develop integrated solutions.</p>	<p>Engagement with PSB to share learning and to identify opportunities for collaboration and integration</p>

**93. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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	There are no additional protected characteristic impacts within this proposal as any opportunities created will be open to all and continued stakeholder engagement will enable all those effected to be part of any proposed changes.		
Disability			
Gender reassignment			
Marriage or civil Partnership			
Pregnancy or maternity			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

**94. 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	There are no impacts on either safeguarding or corporate parenting through this proposal.		
Corporate Parenting			

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

We currently have only two MCIPS qualified members of staff supporting the devolved procurement functions within the authority. Additional support and review is required to ensure that value for money is achieved and that we are procuring goods and services in a way that long term sustainability and better outcomes are achieved. Analysis of previous and current year spend identifies the need for greater contract management and a high level of non-contract spend that requires additional review. Whilst the NPS framework meets some of our procurement needs, greater flexibility may be needed at times where the market doesn't already exist or where more innovative solutions may be required. "Business as usual" is not an effective approach and so a Gateway review process is required to ensure existing and new contracts take into account the whole life cost and opportunities for better solutions are considered. Workshops held with the Economy and Select Committee identified the need for a challenge based approach to procurement, better market knowledge and an ability to challenge current buying arrangements that do not afford real efficiency. A Gateway Review process will enable us to achieve this in a way that provides confidence and assurance without impeding on our ability to move at pace.

**96. 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 will be more effective use of resources that will enable our services to be sustainable for the future. At this stage no negative impacts have been identified. Understanding the existing market and potential for growth is key to procuring in a way that can stimulate local economic growth, ensure long term outcomes and achieve greatest value for money.

**97. 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>
If proposal is accepted we will commence the actions outlined in	2018/19		



the proposal and engage with colleagues			

**98. 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>	Continued monitoring to ensure costs are reduced. Identifying case studies where better outcomes and greater value for money has been achieved.
---	---

**99. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	Budget proposal		

Page 229



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> Emma Jackson</p> <p><b>Phone no:</b> 01633 644924 <b>E-mail:</b> emmajackson@monmouthshire.gov.uk</p>	<p><b>Proposal Name:</b> AI &amp; Automation</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 564</p>	<p><b>Please give a brief description of the aims of the proposal</b> Ensuring that our organisation has a sustainable, effective and efficient workforce and systems that is sufficient to meet the demands of today and of the future. This can be achieved by making the best use of existing technology &amp; systems to improve staff processes and customer access to our services. Utilising existing digital tools or investing in new tools such as artificial intelligence to automate tasks that normally require human intelligence. Improvement in services through automating manual processes should increase our ability to meet demand and generate revenue.</p>
<p><b>Name of Service-</b> Digital Programme Office</p>	<p><b>Date Future Generations Evaluation</b> 8/2/2018</p>





***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***

**100. 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>Does the proposal contribute to this goal? Describe the positive and negative impacts.</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,</p>	<p>Changing the ways of working to meet the challenges of AI and automation will upskill our</p>	<p>We will need to ensure we are able to train our staff and residents so that they can use the</p>

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</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	workforce and our residents. There may be issues with those that don't have the digital literacy to take advantage of digital tools.	digital tools available.
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	If we can encourage our residents and staff to use online tools this would reduce the need to travel to transact with Monmouthshire.	
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	N/A	N/A
<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	Reducing the need to travel and therefore reducing our carbon omissions.	
<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	Our website and main customer focused tool (My Monmouthshire) provides the ability to transact in Welsh.	We will need to explore the options for Welsh medium in some digital tools e.g. artificial intelligence
<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, pregnancy or maternity</i>	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>We are planning for the future ways of working and looking to the emerging technologies. These technologies will generate short term savings but these technologies will have a long-term impact.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Working with the SRS Local Authority partners to develop opportunities for automation e.g. My Council Services.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>We have been engaging with residents e.g. Usk Show, Appy Birthday campaign, to provide an understanding of the app and also have a customer panel that guides us on new developments and their usability. The new technology gives us the ability to respond to our residents more easily on the issues that they report to us.</p>	<p>As we rollout new technologies we will continue to use our customer panel and find other engagement events to promote and ask for feedback.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Data and evidence to quantify areas where there hotspots of issues to help focus on preventative work.</p>	<p>Encouraging our service areas to utilize the data and evidence to help focus their resources.</p>

Page 566

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p data-bbox="141 480 282 507"><b>Integration</b></p> <p data-bbox="107 528 472 627">Considering impact on all wellbeing goals together and on other bodies</p>	<p data-bbox="533 233 1312 408">Utilizing the same system provides the ability to integrate or work better together if required to do so. For example working in partnerships with neighbouring authorities to align processes and systems to make it easier for residents.</p>	

**102. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

Page 567

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	Quicker response and turn around times in processing applications. E.g. Blue Badge applications	There can be a perception of access issues for digital exclusion	We will be introducing further digital inclusion training with Community Education. Will require marketing/engagement to allay fears of digital exclusion.
Disability	As above	As above	As above
Gender reassignment	N/A		
Marriage or civil partnership	N/A		

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?
Pregnancy or maternity	N/A		
Race	N/A		
Religion or Belief	N/A		
Sex	N/A		
Sexual Orientation	N/A		
Welsh Language	All forms and information on the website is available in Welsh as per the Welsh Language Act.		

Page 568

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	<i>Safeguarding in this context applies to both children (not yet reached 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>		
---------------------	--	--	--

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

Data from My Monmouthshire  
 Feedback from our customer panel  
 Review of applications on our website  
 Review of  
 Evidence of what has worked in other LA's  
 Evidence of complaints of where we haven't responded to residents

**105. 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 are going to contribute to multiple goals and planning for the future. We have collaborated and engaged to develop the proposals. Will work to mitigate potential negative impact on people that are excluded from the technology.

**106. 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
Develop the necessary training for residents and staff	Throughout 2018	Digital Programme Office, Corporate Training, Community Education, Community Hubs	
Review the functionality of AI tools to ensure compliance with	2019	Digital Programme Office, Policy & Performance	

Welsh Language			
Continue to engage with our customer panel to inform developments	Throughout 2018	Digital Programme Office	
Work with the data office to ensure datasets are utilised	Q2 and on-going	Digital Programme Office, Data Office, Service Areas	

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

The impacts of this proposal will be evaluated on:	As per the budget monitoring arrangements
--	---

**108. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
0.1	Gateway review stage 2	9/2/18	This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.





monmouthshire  
sir fynwy

## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation</p> <p>Rob O'Dwyer</p> <p><b>Phone no:</b> 01633 644452 <b>E-mail:</b> RobertO'Dwyer@monmouthshire.gov.uk</p>	<p><b>Proposal Name:</b> Reduce Agency Costs</p>
<p><b>Name of Service</b> Business Transformation</p>	<p><b>Please give a brief description of the aims of the proposal</b> Ensuring that our organisation has a sustainable, effective and efficient workforce that is sufficient to meet the demands of today and of the future. Effective workforce planning to reduce the need for external and unplanned staffing spend, giving consideration to shared capacity across the organisation through optimised systems and working practices.</p> <p><b>Date Future Generations Evaluation form completed</b> 08/02/2018</p>

Page 57





***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***

**109. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A prosperous Wales</b>	Positive impact in that it will ensure a greater	Engagement with staff to understand service

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Efficient use of resources, skilled, educated people, generates wealth, provides jobs	level of efficiency in our use of resources due to a reduction in Council spend. Key focus on upskilling and development of staff. Potential to create new apprenticeship opportunities.	need and opportunities for development
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	No impact	N/A
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	Potential negative impact on staff moral if role expectations change	Working with colleagues to understand and develop skills
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Better use of Council resources contributes to our ability to focus on supporting cohesive communities	Effective monitoring of spend to reduce additional costs
<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	Reducing our spend in service areas enables us to remain sustainable and able to continue to deliver services to all those who need them. Aim to increase employability opportunities that will be open to all.	Continue to provide services for those that require it

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p>	<p>Our proposal aligns with the Future Monmouthshire principle that focuses on keeping our services going now, through more effective use of resources, to enable us to grow service models that are fit for the future.</p> <p>Greater focus on succession planning and creating new flexible employment opportunities for future generations</p>	
 <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>	<p>Working with neighbouring authorities to share best practices.</p>	
 <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>	<p>Continued engagement with all stakeholders identified to ensure that any solutions identified are workable and sustainable based on varied stakeholder perspectives.</p>	
 <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Focus this proposal is to maximize the use of resources to ensure we are a fair and more equitable organisation</p>	

Page 573

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>We will explore all opportunities that may arise to share models and services with neighbouring authorities, with the potential to integrate services, i.e. a regional agency/skills resource.</p>	

**Q11. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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	Increased flexible employment opportunities, not only for young people but also for older generations that may be interested in more flexible working patterns		
Disability Gender reassignment Marriage or civil partnership Pregnancy or maternity	There are no additional protected characteristic impacts within this proposal as any opportunities created will be open to all and continued stakeholder engagement will enable all those effected to be part of any proposed changes.		

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			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

112. 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	There are no impacts on either safeguarding or corporate parenting through this proposal.		
Corporate Parenting			

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

Review of current and previous years agency spend

**114. 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 positives of this proposals are more effective use of resources and flexible employment opportunities. The potential negative impact is a reduction in staff morale if expectations of role change. Better use of resources is the main drive for this proposal as our ability to continue delivering services may be compromised if we cannot meet existing budget pressures. The need for colleague engagement is a key part of the proposal to ensure workable solutions are identified and to mitigate any risk of reduced staff morale.

**115. 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
If proposal is accepted we will commence the actions outlined in the proposal and engage with colleagues	2018/19		

**116. 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>	Continued monitoring to ensure costs are reduced and that expected opportunities are being developed.
---	---

**117. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.**

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
1	Budget proposal		



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation</p> <p>Rob O'Dwyer</p> <p><b>Phone no:</b> 01633 644452 <b>E-mail:</b> RobertO'Dwyer@monmouthshire.gov.uk</p>	<p><b>Proposal Name:</b> Decrease Travel Costs</p>
	<p><b>Please give a brief description of the aims of the proposal</b> Reducing the mileage and travel costs of our organisation by utilizing existing technologies that provide effective alternatives to travelling and taking a planned approach to reducing and monitoring travel.</p>
<p><b>Name of Service</b> Business Transformation</p>	<p><b>Date Future Generations Evaluation</b> form completed 08/02/2018</p>

Page 578

**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**

**118. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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 impact in that it will ensure a greater level of efficiency in our use of resources due to a reduction in Council spend.</p>	<p>Engagement with staff to understand service requirements</p>
<p><b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and</p>	<p>Reduce our impact on the environment through a lower carbon footprint as an organisation</p>	<p>Monitoring of mileage to ensure travel is reduced</p>




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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	Potential to encouraging/enabling alternative methods of travelling where appropriate.	
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Better use of Council resources contributes to our ability to focus on supporting cohesive communities	Effective monitoring of spend to reduce additional costs
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	This proposal aims to reduce our impact on the environment. A reduction in travel will reduce our carbon footprint.	
<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	Reducing our spend in service areas enables us to remain sustainable and able to continue to deliver services to all those who need them.	Continue to provide services for those that require it

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Our proposal aligns with the Future Monmouthshire principle that focuses on keeping our services going now, through more effective use of resources, to enable us to grow service models that are fit for the future.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Working with neighbouring authorities to share best practices.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Continued engagement with all stakeholders identified to ensure that any solutions identified are workable and sustainable based on varied stakeholder perspectives.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Focus this proposal is to maximize the use of resources to ensure we are a fair and more equitable organisation</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p data-bbox="143 480 282 507">Integration</p> <p data-bbox="107 528 472 628">Considering impact on all wellbeing goals together and on other bodies</p>	<p data-bbox="533 233 1283 320">We will explore all opportunities that may arise to share models and services with neighbouring authorities, with the potential to share transport opportunities.</p>	

Page 581

**120. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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 Gender reassignment Marriage or civil partnership Pregnancy or maternity Race Religion or Belief	<p data-bbox="430 1078 2051 1134">There are no additional protected characteristic impacts within this proposal as any opportunities created will be open to all and continued stakeholder engagement will enable all those effected to be part of any proposed changes.</p>		

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?
Sex			
Sexual Orientation			
Welsh Language			

121. 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	There are no impacts on either safeguarding or corporate parenting through this proposal.		
Corporate Parenting			

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

Review of current and previous years mileage and fares for travel spend.

**123. 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 will be more effective use of resources that will enable our services to be sustainable for the future. At this stage no negative impacts have been identified. We recognize the need for early engagement and involvement with staff to ensure the reduction in spend can be achieved through solutions that are workable for the service.

**124. 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
If proposal is accepted we will commence the actions outlined in the proposal and engage with colleagues	2018/19		

**125. 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:** Continued monitoring to ensure costs are reduced

**126. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

<b>Version No.</b>	<b>Decision making stage</b>	<b>Date considered</b>	<b>Brief description of any amendments made following consideration</b>
1	Budget proposal		



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation</p> <p>Rob O'Dwyer</p> <p><b>Phone no:</b> 01633 644452 <b>E-mail:</b> RobertO'Dwyer@monmouthshire.gov.uk</p>	<p><b>Proposal Name:</b> Reduce Overtime &amp; Enhancement Spend</p>
	<p><b>Please give a brief description of the aims of the proposal</b> Proposal to review and reduce additional spend such as overtime and enhancement, which are significant across the organisation to mitigate the risk/requirement to reduce our workforce to meet those increasing costs. Ensuring that there are flexible yet consistent working practices that promote fairness and equality</p>
<p><b>Name of Service</b> Business Transformation</p>	<p><b>Date Future Generations Evaluation</b> form completed 08/02/2018</p>

P  
2  
0  
1  
5  
8  
5

***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***

**127. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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 impact in that it will ensure a greater level of efficiency in our use of resources due to a reduction in Council spend</p>	<p>Engagement with staff to understand service need and opportunities for development</p>

<b>Well Being Goal</b>	<b>Does the proposal contribute to this goal? Describe the positive and negative impacts.</b>	<b>What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?</b>
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	No impact	N/A
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	Potential negative impact on staff moral	Working with colleagues to ensure fairness and equitability
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Better use of Council resources contributes to our ability to focus on supporting cohesive communities	Effective monitoring of spend to reduce additional costs
<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	Reducing our spend in service areas enables us to remain sustainable and able to continue to deliver services to all those who need them.	Continue to provide services for those that require it


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

<b>Sustainable Development Principle</b>	<b>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</b>	<b>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</b>



Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p>	<p>Our proposal aligns with the Future Monmouthshire principle that focuses on keeping our services going now, through more effective use of resources, to enable us to grow service models that are fit for the future.</p>	
 <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>	<p>Working with neighbouring authorities to share best practices.</p>	
 <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>	<p>Continued engagement with all stakeholders identified to ensure that any solutions identified are workable and sustainable based on varied stakeholder perspectives.</p>	
 <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Focus this proposal is to maximize the use of resources to ensure we are a fair and more equitable organisation</p>	

Page 587

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>We will explore all opportunities that may arise to share models and services with neighbouring authorities, with the potential to integrate services, i.e. a regional agency/skills resource.</p>	

**129. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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 Gender reassignment Marriage or civil partnership Pregnancy or maternity Race Religion or Belief	There are no additional protected characteristic impacts within this proposal.		

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?
Sex			
Sexual Orientation			
Welsh Language			

**130. 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>

589	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	There are no impacts on either safeguarding or corporate parenting through this proposal.		
Corporate Parenting			

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

Review of current and previous years spend on overtime and other enhancements spend

**132. 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?**

Main positive of the proposal is a reduction in additional spend to ensure our services are sustainable for the future. Early engagement with services and staff will be key to ensuring fairness and equitability.

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

Page 590

What are you going to do	When are you going to do it?	Who is responsible	Progress
If proposal is accepted we will commence the actions outlined in the proposal and engage with colleagues	2018/19		

**134. 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:**

Continued monitoring to ensure costs are reduced and that expected opportunities are being developed.

**135. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Budget proposal		



**monmouthshire**  
**sir fynwy**

**Future Generations Evaluation**  
**(includes Equalities and Sustainability Impact Assessments)**

<p><b>Name of the Officer</b> completing the evaluation Debbie Jackson</p> <p><b>Phone no:</b>01291 691315 <b>E-mail:</b> <a href="mailto:debbiejackson@monmouthshire.gov.uk">debbiejackson@monmouthshire.gov.uk</a></p>	<p><b>Proposal Name:</b> Increase in Car parking Charges by 10%.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 592</p>	<p><b>Please give a brief description of the aims of the proposal</b> To increase Car Parking Charges by 10%. To increase season permits by 10% in line with proposed tariff increase (2). To increase residents permits from £40 - £60. To increase parking penalties to £70 discounted to £35</p>
<p><b>Name of Service</b> Transport &amp; Car Parking</p>	<p><b>Date Future Generations Evaluation</b> form completed 18/02/2018</p>

***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***

**136. 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>Does the proposal contribute to this goal? Describe the positive and negative impacts.</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,	Negative –an increase in car parking charges could impact on the local businesses.	Strategy to raise awareness of advertising opportunities to help support local businesses.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
educated people, generates wealth, provides jobs	Positive - New machines have advertising capabilities that could provide advertising opportunities for local businesses, and generate income for the Council.	Car parking staff to provide help and advice on the proposal.
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Explore the feasibility of discounted prices for motorist driving low emission vehicles (for residential parking permits.)	The new on line application system for permits can capture data relating to low emissions vehicles.
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	Positively consider the impact of parking on health, safety and general wellbeing of resident, workers and visitors.	Improve accessibility. Installation of DDA compliant machines.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Visitors, businesses and local community feel safe in well maintained, and Town Warden patrolled car parks. Parking provision, controls and enforcement have an impact on local businesses.	
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Improve the quality of signage in the car parks to provide a better customer experience.	
<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	Signage in car parks & tickets to be bi-lingual.	
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or	Our aims is to provide suitable car parking for local shoppers, businesses, visitors where ever we can.	



Page 53


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
circumstances		

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Page 594</p> <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Short term – maintaining a quality service for car parking requirements in Monmouthshire.</p> <p>Long term – investment in recent new pay and display machines, which are networked will provide much valuable data to inform decisions on future improvements to the service.</p>	<p>Positive impact - An increase in residents permit costs could potentially impact towards additional residents parking allocations. (The authority has no statutory obligation to provide residents with parking.)</p>
 <p>Collaboration</p> <p><i>Working together with other partners to deliver objectives</i></p>	<p>We aim to improve the customer experience by the introduction of on line permit requests, making it easier and more efficient to apply and pay for the permits. Currently working with the digital team to update the Website with more detailed information on car parking in Monmouthshire.</p> <p>We aim to provide good quality car parking facilities to aid the visitors, businesses &amp; workers in Monmouthshire.</p>	<p>Changes in car parking charges must be clearly communicated to all stakeholders.</p>



Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><i>Involving those with an interest and seeking their views</i></p> <p><b>Involvement</b></p>	<p>Residents permits has the ability for residents to park outside their homes (which has become increasingly difficult over the years) our enforcement officers actively monitors these areas, enforcing regulations firmly and fairly for these permit fee paying residents.</p>	
 <p><i>Putting resources into preventing problems occurring or getting worse</i></p> <p><b>Prevention</b></p>	<p>Installations of new DDA compliant multi choice payment method machines to commence March 2018.</p> <p>Badly parked cars in the car parks can reduce sight lines and lead to accidents/incidents, our car parks are closely monitored by the Town Wardens and the appropriate penalties issued, maintaining health &amp; safety in the car parks at all times.</p> <p>Updated signage communicating the changes in car parking charges.</p> <p>Proposed income generation needed in order to meet substantial increase in non-domestic rate charges for car parks, on-going car park maintenance requirements, and in line with inflationary budget increases.</p>	<p>New signage to be displayed in the car parks with the installations of the new machines advising of the changes in car parking charges.</p> <p>Proposed changes will be published in the local media and at specific locations.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Integration</b></p> <p><i>Considering impact on all wellbeing goals together and on other bodies</i></p>	<p>Improved customers service experience with new machines, signage and on line permit applications.</p>	<p>The need for meaningful engagement and consultation may impact on the timescales and outcomes.</p>

1038. **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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

<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	Better quality and greater accessibility of parking for drivers of all ages.	Significant increase on the financial burden for drivers of low income.	Improving the range of payment methods across all car parks.

<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>
<i>Disability</i>	Regular and improved turnover of parking spaces to ensure better access and more parking opportunities for people visiting the car parks. Alternative payment options with the installations of new multi choice payment machines.	Accessibility of pay display machines both in terms of dexterity & mobility (It's recognized that the handling of coins may be difficult.)	New DDA compliant and multi choice payment option pay & display car parking ticket machines have been ordered, an installation programme to commence March 2018.  The authority is in the process of looking Decriminalized Parking which will address any increase in on street parking.
<i>Gender reassignment</i>	No Impact		
<i>Marriage or civil Partnership</i>	No Impact		
<i>Pregnancy or maternity</i>	No Impact		
<i>Race</i>	No Impact		
<i>Religion or Belief</i>	No Impact		
<i>Sex</i>	No Impact		
<i>Sexual Orientation</i>	No Impact		
<i>Welsh Language</i>	All signage to be bilingual	N/A	N/A

Page 51 of 51

**139. 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>

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

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

Page 598

- A survey of current charging practice in other Welsh authorities has been conducted
- Increase Parking Penalties to £70 discounted to £35. At present the penalties for non-pay and display are £60 discounted to £30. These penalty figures are in line with neighbouring authorities. Impact hopefully will encourage drivers to pay and display and park appropriately when using the council's car parks and decrease the numbers of penalties issued.
- Increase season parking permits by 10%. At present the parking permit charges are £390 per year, £200 half yearly, £100 quarterly. The increase to be in line with the proposed 10% charge increase. Season permits are the most cost effective payment solution for the customer.

**141. 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?**

Positive - Proposed income generation needed in order to meet substantial increase in non-domestic rate charges for car parks, on-going car park maintenance requirements, and in line with inflationary budget increases. To provide good quality car parking facilities. Advertising opportunities for business with the new car park pay & display digital advertising screens.

Negative –Possibility of complaints from all users of car parks (Increase in fees, introduction of new charges.) Possibility of complaints with the increase in

residents permit charges.

Future – The proposal will involve ongoing engagement with those affected.

Take up and usage data will need to be gathered after implementation (which will include usage levels, transactions and income.)

**142. 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>
Consult with members regarding the impact on proposed changes	Feb 2018	R Hoggins, D Jackson, A Perrin	
If the proposals are agreed for the increase in charges, permits and fines, notices advertising the increases would be displayed for 28 days in the parking locations and on line, this notices will also be advertised in the local press, advising of the new charges and the implementation date. Appropriate amendment to all signage will be made prior to implementation of the new charges.	Feb 2018	A Perrin	

**143. 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>Annually when the capital MTFP is reviewed</b>
---	---

**144. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Cabinet		<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

<p><b>Name of the Officer :</b> 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> <b>Withdrawal of Route 65 bus service (Monmouth to Chepstow via Trellech)</b></p>
<p><b>Name of Service:</b> Passenger Transport</p>	<p><b>Date Future Generations Evaluation :</b> 18/02/18</p>


**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**

**45. 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>Does the proposal contribute to this goal? Describe the positive and negative impacts.</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>Use of the bus service is insufficient to maintain in its current guise so the scheduled service will be removed and supplemented by travel on demand by Grass Routes.</p>	<p>Grass routes provision as far as is practicable will supplement the loss of the scheduled service</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><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>		

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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	Loss of a scheduled public bus service.	
<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	Loss of a rural public bus route	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 Balancing short term need with long term and planning for the future	There is a commitment in the corporate plan to support rural bus transport but they must sustain a certain level of custom to remain viable. Resources must be directed to services that are most popular and transport on demand will start to play a greater role in rural public transport provision.	A wider review of public bus services is to be commissioned by MCC



Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 Collaboration Working together with other partners to deliver objectives	Grass routes is partly resourced using volunteers. Their role will become greater should this style of service become more prominent	
 Involvement Involving those with an interest and seeking their views		
 Prevention Putting resources into preventing problems occurring or getting worse	Looks to direct what budget is available to services that are most popular.	
 Integration Considering impact on all wellbeing goals together and on other bodies	Public transport for residents in this area will no longer be a scheduled service.	

**147. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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?

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		Residents holding bus passes will lose this service albeit grass routes provides and alternative service.	Grass routes service
Disability		Loss of a scheduled public transport service in those communities adjacent to the route.	
Gender reassignment	<i>Consider the provision of inclusive services for Transgender people and groups. Also consider what issues there are for employment and training.</i>		
Marriage or civil partnership	<i>Same-sex couples who register as civil partners have the same rights as married couples in employment and must be provided with the same benefits available to married couples, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance</i>		
Pregnancy or maternity	<i>In employment a woman is protected from discrimination during the period of her pregnancy and during any period of compulsory or additional maternity leave. In the provision of services, good and facilities, recreational or training facilities, a woman is protected from discrimination during the period of her pregnancy and the period of 26 weeks beginning with the day on which she gives birth</i>		

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	<i>Think about what the proposal will do to promote race equality with the aim of: eliminating unlawful discrimination, promoting equality of opportunity and promoting good relations between persons of different racial groups. Also think about the potential to affect racial groups differently. Issues to look at include providing translation/interpreting services, cultural issues and customs, access to services, issues relating to Asylum Seeker, Refugee, Gypsy &amp; Traveller, migrant communities and recording of racist incidents etc.</i>		
Religion or Belief	<i>What the likely impact is e.g. dietary issues, religious holidays or days associated with religious observance, cultural issues and customs. Also consider what issues there are for employment and training.</i>		
Sex	<i>Consider what issues there are for men and women e.g. equal pay, responsibilities for dependents, issues for carers, access to training, employment issues. Will this impact disproportionately on one group more than another</i>		
Sexual Orientation	<i>Consider the provision of inclusive services for e.g. older and younger people from the Lesbian, Gay and Bi-sexual communities. Also consider what issues there are for employment and training.</i>		
Welsh Language	<i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc. and also the requirement to promote the language.</i>		

Page 605

**148. 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>		

Page 606

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

Levels of usage. Popularity fo Grass routes service amongst users.

**150. 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 withdrawal of a public bus route is of obvious inconvenience to regular users but service provision and budget are directed to those services proving most popular. There has been significant work already undertaken in the authority to investigate how rural public transport can be improved. This piece of work needs to be undertaken in 18/19 to inform a longer term strategy for the future provision of public transport and how this best links with regional and national transport to make public transport more popular.

**151. 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
Wider transport review	During 18/19	<b>RDP and ptu</b>	

Page 607

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

The impacts of this proposal will be evaluated on:	In twelve months time of implementation (1 <sup>st</sup> Jan '18)
--	---

**153. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
<b>1</b>	As part of budget development for 18/19 proposals	<b>October'17</b>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

<p><b>Name of the Officer :</b> 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> Move to Summer and Winter opening hours for recycling centres/CA sites. Apportionment of Waste/recycling arisings to BGCBC from Llanfoist Recycling centre.</p>
<p><b>Name of Service:</b> Waste and Street Scene</p>	<p><b>Date Future Generations Evaluation :</b> 18/02/18</p>

Page 60






**NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc**

**54. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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>Opening hours are presently 8.00 a.m. to 6.00 p.m. all year round. This proposal introduces summer hours (6 months) as 9.00 a.m. to 5.00 p.m. and Winter hours to 10.00 a.m. to 4.00 p.m.. It offers better value for money focused to when the sites are most popular. Costs and volumes of waste generated in BGCBC, along with the relevant volumes of waste and recycling to measure performance as apportioned to the authority where the product is generated (BGCBC waste going to Llanfoist</p>	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	Recycling centre in this case).	
<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>Councils are only obliged to provide one Civic amenity site within the county. This option reduces costs but maintains all four CA sites/recycling centres open 7 days per week throughout the year. Wales is one of the top recycling countries in the world. This ensures that our performance figures are more accurate and costs lie where they should.</p>	
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>		
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>People have somewhere convenient to dispose of their waste so there is no need to fly tip waste.</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><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><b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances</p>		

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Maintains very popular recycling centres but reduces opening hours. They are less convenient but all four remain open and users will quickly become familiar with new arrangements.</p> <p>Apportionment of waste and recycling allows both authorities to more accurately plan their businesses and report performance now and in the future.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>We have to make arrangements with the contractor that currently provides the staffing at these sites. They will be reducing the number of hours that the sites are open and will need to rearrange staff accordingly to deliver the reduced cost.</p> <p>Discussions have been held with BGCBC, WG and NRW about the apportionment of waste/recycling across border. All are content as long as sampling demonstrates the estimated apportionment.</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>.by maintaining site available close to our areas of population means that fly tipping should be at a minimum.</p> <p>More accurate recycling figures are available.</p>	
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>		



**156. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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			
Gender reassignment	<i>Consider the provision of inclusive services for Transgender people and groups. Also consider what issues there are for employment and training.</i>		
Marriage or civil partnership	<i>Same-sex couples who register as civil partners have the same rights as married couples in employment and must be provided with the same benefits available to married couples, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance</i>		
Pregnancy or maternity	<i>In employment a woman is protected from discrimination during the period of her pregnancy and during any period of compulsory or additional maternity leave. In the provision of services, good and facilities, recreational or training facilities, a woman is protected from discrimination during the period of her pregnancy and the period of 26 weeks beginning with the day on which she gives birth</i>		

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	<i>Think about what the proposal will do to promote race equality with the aim of: eliminating unlawful discrimination, promoting equality of opportunity and promoting good relations between persons of different racial groups. Also think about the potential to affect racial groups differently. Issues to look at include providing translation/interpreting services, cultural issues and customs, access to services, issues relating to Asylum Seeker, Refugee, Gypsy &amp; Traveller, migrant communities and recording of racist incidents etc.</i>		
Religion or Belief	<i>What the likely impact is e.g. dietary issues, religious holidays or days associated with religious observance, cultural issues and customs. Also consider what issues there are for employment and training.</i>		
Sex	<i>Consider what issues there are for men and women e.g. equal pay, responsibilities for dependents, issues for carers, access to training, employment issues. Will this impact disproportionately on one group more than another</i>		
Sexual Orientation	<i>Consider the provision of inclusive services for e.g. older and younger people from the Lesbian, Gay and Bi-sexual communities. Also consider what issues there are for employment and training.</i>		
Welsh Language	<i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc. and also the requirement to promote the language.</i>		

**157. 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>		

Page 615

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

Ref opening and closing times - Discussions with the contractor to assess usage and conversations with other local authorities. Reference to what Local authorities are legally obliged to provide.

Ref apportionment of waste/recycling to BGCBC – sampling on site has indicated that 25% of waste is arising in BGCBC.

**159. 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?**

--

**160. 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
Complete discussions with interested parties and invoice accordingly along with providing tonnages of waste/recycling	ongoing	Waste and street scene colleagues	
.Ongoing sampling	During year		

Page 614

**161. 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
--	----------

**162. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1			<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer:</b> Richard Cope</p> <p><b>Phone no:</b>01633644745 <b>E-mail:</b>richardcope@monmouthshire.gov.uk</p>	<p><b>Proposal Name:</b> Reviewing and transforming the costs of Home to School Transport</p>
	<p><b>Please give a brief description of the aims of the proposal :</b> To reduce the cost of home to school transport by a number of proposed interventions.</p>
<p><b>Name of Service:</b> Passenger Transport Unit.</p>	<p><b>Date Future Generations Evaluation</b> 9<sup>th</sup> February 2018.</p>

Page 615

***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***




**163. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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 will contribute positively to this goal by creating jobs, and skilled people and a more efficient use of resources available.</p> <p>There is a potential impact on the local provider market as we seek value for money solutions to currently high cost problems.</p>	<p>Consultation with Bus and Taxi operators and parents will contribute to the positivity of the proposals.</p> <p>Ensure our new process strikes the right balance across Personal Transport budgets, private and internal provision to balance and</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
		even out benefits and efficiencies.
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	The re tendering of contracts with route optimisation and introduction of personal transport budgets along with any in house provision may reduce the number of contracts and vehicles required as well as providing some greener fleet. This will reduce C02 emissions.	Ensure tracking devices are installed throughout the whole of the Council's fleet to optimize data on usage and plan for maximization.
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	Fewer vehicles on contract work will have a positive effect on the environment and reduce emissions which will contribute to the health and well being of residents . Personal transport budgets will give parents greater choice in transport provision and may reduce the anxiety which will aid mental wellbeing.	Undertake a comprehensive review of transport and PTU services and the continuation it makes to wellbeing, quality of life and sustainability.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	New solutions for home to school transport will give communities the ability to contribute to the way in which they are connected and safe with the introduction of the choice in transporting children themselves.	Undertake a comprehensive review of transport and PTU services and the continuation it makes to wellbeing, quality of life and sustainability
<b>A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Collaborative contract provision with cross border working and better choices for parents should lead to a reduction in vehicles and carbon emissions which will contribute to the global well being	Undertake a comprehensive review of transport and PTU services and the continuation it makes to wellbeing, quality of life and sustainability
<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	Welsh language will be promoted with all application forms and signage on vehicles available bi lingually.	Undertake a comprehensive review of transport and PTU services and the continuation it makes to wellbeing, quality of life and sustainability
<b>A more equal Wales</b>		

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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		

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	The sustainability of home to school transport for the future needs to be a mix of interventions and this proposal introduces new ways of delivering transport which will make it more sustainable in the future	N/A
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	The DPS has been developed with four councils , Monmouthshire Newport Torfaen and Blaenau Gwent which shows our ability in working together with partners. This will reduce administration and make the service more sustainable moving forward	N/A
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	The proposal has been developed in consultation with other local authorities, internal officers SLT & Cabinet Member and external bus and taxi operators.	A transport day will be held to liaise with driver's operators and volunteers.

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Prevention</b> Putting resources into preventing problems occurring or getting worse</p>	<p>The interventions will contribute to the sustainability of home to school transport for the future. Amid rising costs for transporting children and an increase in ALN provision</p>	<p>Ongoing liaison with parents, schools and operators to ensure that the best solutions are agreed.</p>
 <p><b>Integration</b> Considering impact on all wellbeing goals together and on other bodies</p>	<p>In bringing together proposals this should lead to better integration of services and should improve transport solutions for parents schools and the authority.</p>	<p>N/A</p>

Page 618

**165. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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 Impact		



<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>
Disability	Better choice of transport solutions for ALN Pupils and parents		
Gender reassignment	No Impact		
Marriage or civil partnership	No Impact		
Pregnancy or maternity	No impact		
Race	No impact		
Religion or Belief	No Impact		
Sex	No impact		
Sexual Orientation	No impact		
Welsh Language	Signage and forms available bi -lingually		

Page 619

**166. 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 Personal transport budgets will have a positive impact on safeguarding children as they will have the option to be transported by parents in a safe environment. Safe recruitment of staff and level 1 safeguarding training for all drivers and escorts will have a positive effect on safeguarding	No Negative impact	Driver and Escort training to level 1 safeguarding and positive behaviour training where required
Corporate Parenting	Level 1 safeguarding training and positive behavior training for drivers and escorts will be a positive impact on safeguarding children and vulnerable adults	No Negative impact	As above

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

Evidence of current spend on home to school transport :  
 DPS developed in collaboration with three other authorities and best practice from each collaborated and used to inform terms and conditions of tender  
 Personal transport budgets have been introduced in another authority (RCT) and have proved successful as an alternative to contracted transport  
 Consulted with operators over payment terms and researched factoring which a number use to improve cashflow which has developed our proposal.

**168. 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 have a positive impact as they are introducing better choice in the ways in which home to school transport is awarded and should reduce the increase in costs relating to the current provision due to increase in ALN provision and the capacity of operators on the current framework. An increase in operators or the option to offer personal transport budgets , better payment terms and conditions and/or in house provision gives the authority a better scope in deciding what is best value moving forward.**

--

**169. 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
Retender contracts via DPS	April to July 18	PTU Manager	Ongoing
Introduce Personal Transport Budgets and better payment terms for operators	April 18 onwards	PTU Manager	Ongoing
Route optimization	Feb to April 18	PTU Manager	Ongoing

**170. 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>	October 2018 to SLT & Cabinet
---	-------------------------------

**171. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Budget Mandate, SLT Cabinet ,Scrutiny and Council		



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer:</b> Richard Cope</p> <p><b>Phone no:</b>01633644745 <b>E-mail:</b>richardcope@monmouthshire.gov.uk</p>	<p><b>Proposal Name:</b> Reviewing and transforming the costs of Home to School Transport</p>
	<p><b>Please give a brief description of the aims of the proposal :</b> To reduce the cost of home to school transport by a number of proposed interventions.</p>
<p><b>Name of Service:</b> Passenger Transport Unit.</p>	<p><b>Date Future Generations Evaluation</b> 9<sup>th</sup> February 2018.</p>

Page 622

***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***

**172. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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 will contribute positively to this goal by creating jobs, and skilled people and a more efficient use of resources available.</p> <p>There is a potential impact on the local provider market as we seek value for money solutions to currently high cost problems.</p>	<p>Consultation with Bus and Taxi operators and parents will contribute to the positivity of the proposals.</p> <p>Ensure our new process strikes the right balance across Personal Transport budgets, private and internal provision to balance and even out benefits and efficiencies.</p>



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<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 re tendering of contracts with route optimisation and introduction of personal transport budgets along with any in house provision may reduce the number of contracts and vehicles required as well as providing some greener fleet. This will reduce C02 emissions.</p>	<p>Ensure tracking devices are installed throughout the whole of the Council's fleet to optimize data on usage and plan for maximization.</p>
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Fewer vehicles on contract work will have a positive effect on the environment and reduce emissions which will contribute to the health and well being of residents . Personal transport budgets will give parents greater choice in transport provision and may reduce the anxiety which will aid mental wellbeing.</p>	<p>Undertake a comprehensive review of transport and PTU services and the continuation it makes to wellbeing, quality of life and sustainability.</p>
<p><b>Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>New solutions for home to school transport will give communities the ability to contribute to the way in which they are connected and safe with the introduction of the choice in transporting children themselves.</p>	<p>Undertake a comprehensive review of transport and PTU services and the continuation it makes to wellbeing, quality of life and sustainability</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>Collaborative contract provision with cross border working and better choices for parents should lead to a reduction in vehicles and carbon emissions which will contribute to the global well being</p>	<p>Undertake a comprehensive review of transport and PTU services and the continuation it makes to wellbeing, quality of life and sustainability</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 language will be promoted with all application forms and signage on vehicles available bi lingually.</p>	<p>Undertake a comprehensive review of transport and PTU services and the continuation it makes to wellbeing, quality of life and sustainability</p>
<p><b>A more equal Wales</b> People can fulfil their potential no</p>		

Page 289

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
matter what their background or circumstances		

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The sustainability of home to school transport for the future needs to be a mix of interventions and this proposal introduces new ways of delivering transport which will make it more sustainable in the future</p>	<p>N/A</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The DPS has been developed with four councils , Monmouthshire Newport Torfaen and Blaenau Gwent which shows our ability in working together with partners. This will reduce administration and make the service more sustainable moving forward</p>	<p>N/A</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The proposal has been developed in consultation with other local authorities, internal officers SLT &amp; Cabinet Member and external bus and taxi operators.</p>	<p>A transport day will be held to liaise with driver's operators and volunteers.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Prevention</b> Putting resources into preventing problems occurring or getting worse</p>	<p>The interventions will contribute to the sustainability of home to school transport for the future. Amid rising costs for transporting children and an increase in ALN provision</p>	<p>Ongoing liaison with parents, schools and operators to ensure that the best solutions are agreed.</p>
 <p><b>Integration</b> Considering impact on all wellbeing goals together and on other bodies</p>	<p>In bringing together proposals this should lead to better integration of services and should improve transport solutions for parents schools and the authority.</p>	<p>N/A</p>

**174. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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 Impact		

<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>
Disability	Better choice of transport solutions for ALN Pupils and parents		
Gender reassignment	No Impact		
Marriage or civil partnership	No Impact		
Pregnancy or maternity	No impact		
Race	No impact		
Religion or Belief	No Impact		
Sex	No impact		
Sexual Orientation	No impact		
Welsh Language	Signage and forms available bi -lingually		

**175. 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 Personal transport budgets will have a positive impact on safeguarding children as they will have the option to be transported by parents in a safe environment. Safe recruitment of staff and level 1 safeguarding training for all drivers and escorts will have a positive effect on safeguarding	No Negative impact	Driver and Escort training to level 1 safeguarding and positive behaviour training where required
Corporate Parenting	Level 1 safeguarding training and positive behavior training for drivers and escorts will be a positive impact on safeguarding children and vulnerable adults	No Negative impact	As above

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

Evidence of current spend on home to school transport :  
 DPS developed in collaboration with three other authorities and best practice from each collaborated and used to inform terms and conditions of tender  
 Personal transport budgets have been introduced in another authority (RCT) and have proved successful as an alternative to contracted transport  
 Consulted with operators over payment terms and researched factoring which a number use to improve cashflow which has developed our proposal.

**177. 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 have a positive impact as they are introducing better choice in the ways in which home to school transport is awarded and should reduce the increase in costs relating to the current provision due to increase in ALN provision and the capacity of operators on the current framework. An increase in operators or the option to offer personal transport budgets , better payment terms and conditions and/or in house provision gives the authority a better scope in deciding what is best value moving forward.

--

**178. 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
Retender contracts via DPS	April to July 18	PTU Manager	Ongoing
Introduce Personal Transport Budgets and better payment terms for operators	April 18 onwards	PTU Manager	Ongoing
Route optimization	Feb to April 18	PTU Manager	Ongoing

**179. 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:	October 2018 to SLT & Cabinet
--	-------------------------------

**180. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Budget Mandate, SLT Cabinet ,Scrutiny and Council		



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<b>Name of the Officer</b> completing the evaluation Debbie Jackson  <b>Phone no:</b> 01291 691315 <b>E-mail:</b> debbiejackson@monmouthshire.gov.uk	<b>Proposal Name:</b> <b>Transport Review &amp; Installation of Telematics into remainder of the Fleet</b>
Page 629	<b>Please give a brief description of the aims of the proposal</b> “Review of Transport” to ascertain whether the Council’s vehicle fleet is of the requisite size to support the relevant services, and how much the fleet is used compared with its availability. Installation on telematics in the remainder of fleet, which will aid with the improved utilization and suitability of the vehicles, which will deliver significant environmental benefits through reduced CO2 emissions, and generate future financial savings for the authority, and lead to optimization of the vehicles which will achieve increased productivity.
<b>Name of Service</b> Transport	<b>Date Future Generations Evaluation</b> form completed 08/02/2018




***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***

**181. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A prosperous Wales</b>	The positive impact of a strategic review of	N/A

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Efficient use of resources, skilled, educated people, generates wealth, provides jobs	current vehicle usage will hopefully increase and optimize that usage in order to reduce vehicle numbers, resulting in less Co2 emissions.	
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	A Fleet Review will aid in measuring how sustainable the current authorities transport operation is and identify how to reduce emissions, fuel costs and save money in the future. Advise which vehicles could be replaced with a lower carbon alternative that will reduce fleet costs and lower emissions.	N/A
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	A reduction in air pollution and noise levels can have a positive effect on our Health & Wellbeing, improving people's health by improving air quality.	N/A
<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	Telematics systems aid in monitoring driver behaviour i.e. excessive idling, harsh braking/acceleration, speeding, which will lead to fuel savings and lower emissions.	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	Signage on all vehicles to be bi-lingual.	N/A
<b>A more equal Wales</b> People can fulfil their potential no matter what their background or circumstances	N/A N/A	N/A

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Long Term – our aim is to have a sustainable fleet of vehicles. We are trying to reduce operating costs, increase productivity, increase fuel efficiency, strengthen compliance, reduce at fault accidents, reduce Co2 emissions and improve customer services, and details of funding opportunities that may be available for green fleet technology (<i>but within a cost effective outcome</i>);</p>	<p>N/A</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Possible Collaborative opportunities for purchasing of vehicles in the future with neighboring authorities.</p>	<p>N/A</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Relevant Sections contacted (users of telematics systems) to advise that we are looking to carry out a procurement exercise whereby we want to consolidate the existing tracking providers, for consistency, increased opportunities from data received, and a view to make financial savings. Engagement sessions held In June 2017 with various sections. Transport staff advised of the “Review of Transport &amp; Installation of Telematics.</p>	<p>Outcomes to be discussed with all involved.</p>

Page 631

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Prevention</b></p> <p><i>Putting resources into preventing problems occurring or getting worse</i></p>	<p>With the continual rise in worldwide fuel prices it's more important than ever for businesses to be able to monitor the way fuel is used by individual drivers as well as the entire fleet of vehicles.</p> <p>The fuel efficiency reports calculate the MPG of each of our vehicles making it easy to pinpoint vehicle inefficiency (this enables us to have informed decisions going forward on the type of vehicle that we procure in the future) and challenge drivers who may need training in more effective driving practices.</p> <p>Electric Vehicles – Studies show that these types of vehicles emit significantly less greenhouse gases over their lifetime than diesel engines.</p>	
 <p><b>Integration</b></p> <p><i>Considering impact on all wellbeing goals together and on other bodies</i></p>		

Page 632

**183. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)**

<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	No Impact		
Disability	No Impact	If electric vehicles are introduced more widely, there can be negative impacts on the visually impaired who can't hear the vehicle.	Consideration will be given to installing devices to make a noise on electric vehicles.
Gender reassignment	No Impact		
Marriage or civil partnership	No Impact		
Pregnancy or maternity	No Impact		
Race	No Impact		
Religion or Belief	No Impact		
Sex	No Impact		
Sexual Orientation	No Impact		
Welsh Language	Signage on the Vehicles	N/A	N/A

Page 633

**184. 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		
Corporate Parenting	No impact		

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

We currently operate a Telematics System in a third of the Transport utilised across Monmouthshire County Council. Our intelligent Fleet tracking system assists us in reducing fuel consumption will in turn reduce our fleet's emissions.

Installation on telematics in the remainder of fleet, which will aid with the improved utilization and suitability of the vehicles, which will deliver significant environmental benefits through reduced CO2 emissions, and generate future financial savings for the authority, and lead to optimization of the vehicles which will achieve increased productivity.

At present we have installed Speed Limiters fitted to a number of vehicles. They limit the maximum speed of a vehicle by restricting the fuel supply to the engine. Speed limiters are also designed to reduce accidents We operate a Green Car Scheme (Salary Sacrifice scheme for MCC employees, with vehicles of 120, CO2 emissions or below.

We operate four electric vehicles (Community meals) which have proved successful and are currently trialling electric vehicles in the Waste and Highways Section

Page 634

**186. 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?**

A Fleet Review will aid in measuring how sustainable the current authorities transport operation is and identify how to reduce emissions, fuel costs and save money in the future, benefitting the environment and health. There will be a positive impact on the residents of Monmouthshire County Council, and the proposal will contribute to the Budget Savings Proposal.

**187. 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



--	--	--	--

**188. 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:	
--	--

**189. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	<i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinetetc</i>		<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>

Page 635



## Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<b>Name of the Officer</b> completing the evaluation  <b>Phone no:</b> <b>E-mail:</b>	<b>Proposal Name:</b> Expanding Raglan Training Centre
Page 6 <b>Name of Service</b> Business Transformation	<b>To refocus and develop our training offer through expansion of opportunities offered through Raglan Training Centre. To manage and foster confidence in succession planning. To implement a comprehensive apprenticeship training scheme for the whole authority. To have a more progressive approach to succession planning and create a hub for colleague support, development and learning in the Operations field and beyond. To advertise and market the centre for external work.</b>  <b>Date Future Generations Evaluation form completed</b> 08/02/2018

***NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc***



**190. 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	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<b>A prosperous Wales</b>	Key focus on upskilling and development of staff.	Engagement with staff to understand service

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Potential to create new apprenticeship opportunities and generate wealth through which to sustain services.	need and opportunities for development. Engagement with the market to understand opportunities for income generation and expansion. Embed process of change and expansion within wider activity to create more value around our Depot sites/ Operations services and engage the workforce on the issues that matter to them
<b>A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	No impact	N/A
<b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood	People feel valued and have opportunities to release their potential through tailored learning and development programmes. Helping to develop skills and competencies and where relevant, re-skill and up-skill.	Ongoing staff engagement, surveys and link into wider whole-authority people development work. To enable and empower staff to further, develop their own ideas and proposals that could contribute to the long-term success of the RTC.
<b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected	Ensuring our workforce have the skills, behaviors and competences to serve the public to the best of their abilities, makes a contribution to the look, feel and connectedness of our communities. This is seen particularly through the deployment of Operational Services such as Waste, Streetscene, Grounds Maintenance, Street Cleaning and Highways.	Effective monitoring of spend to reduce additional costs
<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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<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	All of our operational workforce will be given opportunities to engage in personal betterment through learning, training and development.	Promote accessibility and ensure the training and development opportunities are tailored, where required, to individual needs and issues in order that there are no barriers to entry.

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p>	<p>Our proposal aligns with the Future Monmouthshire principle that focuses on keeping our services going now, through more effective use of resources, to enable us to grow service models that are fit for the future. Greater focus on succession planning and creating new flexible employment opportunities for future generations</p>	<p>Should the expansion be successful beyond these initial projections, scope might exist to further develop the case to build a business case for greater activity and opportunity.</p>
 <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>	<p>Working with neighboring authorities and other partners to share best practices and develop knowledge transfer and good practice.</p>	<p>Ensure that primarily, our focus remains on developing our own workforce ensuring we build sustainability and resilience.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The proposal has had high levels of staff input and the proposal itself relates to an opportunity to develop skills and capabilities in order to grow and reinvest in developing the confidence of our workforce.</p>	<p>Ensure that staff are given the opportunity to lead change and be part of what is created.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Staff need to feel valued and to know their contributions are valid. This proposal creates a means of investing in their skills and knowledge and developing income generating models, the proceeds of which can be reinvested in problem identification and solving.</p>	
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>We will explore all opportunities that may arise to share models and services with neighbouring authorities, with the potential to integrate services, i.e. a regional agency/skills resource.</p>	

Page 639

**192. 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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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	Increased flexible employment opportunities, not only for young people but also for older generations that may be interested in more flexible working patterns	Accessibility can often present a barrier to learning and development.	To ensure everyone has the opportunity to take part and to be part of shaping proposals. To ensure facilities and physically accessible and that open conversations are had about other barriers that present in order that we continue to build awareness of the issues and challenges which cause barriers to entry/ participation for some.
Disability	There are no additional protected characteristic impacts within this proposal as any opportunities created will be open to all and continued stakeholder engagement will enable all those effected to be part of any proposed changes.		
Gender			
Reassignment			
Marriage or civil			
Partnership			
Pregnancy or maternity			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

**193. 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	Training and awareness on safeguarding will be a part of this proposal, recognizing that safeguarding is everyone's business.		
Corporate Parenting			

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

Review of current and previous year's agency spend. Market research, engagement with potential partners and the workforce.

Page 641

**195. 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 positives of these proposals are more effective use of resources and flexible employment opportunities. The potential negative impact is a reduction in staff morale if they are not engaged in this service transformation in the way envisaged. Care must be taken to keep conversations open and ongoing and to provide opportunities for people to engage, recognizing the implicit and explicit barriers to entry that often exist. It is clear that beyond data and evidence, staying in tune with the organizations needs and aspirations is critical.

**196. 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
If proposal is accepted we will commence the actions outlined in the proposal and engage with colleagues	2018/19		

**197. 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.

Page 642

The impacts of this proposal will be evaluated on:	Continued monitoring to ensure costs are reduced and that expected opportunities are being developed.
--	---

**198. VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Budget proposal		





monmouthshire  
sir fynwy

## Future Generations Evaluation ( includes Equalities and Sustainability Impact Assessments)

<p><b>Name of the Officer</b> completing the evaluation Mark Howcroft</p> <p><b>Phone no:</b>01633 644740 <b>E-mail:</b>markhowcroft@monmouthshire.gov.uk</p>	<p><b>Please give a brief description of the aims of the proposal</b> <b>Present capital budget proposals for consultation</b></p>
<p><b>Name of Service</b> Whole authority</p>	<p><b>Date Future Generations Evaluation</b> form completed 03/11/17</p>


Page 643





**99. 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>Local resources will be engaged to deliver the projects in the programme</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><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</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	Investment in Future 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.	

**200. 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>	Building Future schools will benefit children and communities for future generations	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <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 Future Schools will positively impact on the teaching environment</p>	

Page 645

**201. 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 and DFG budgets have been maintained		
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

**202. 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		
Corporate Parenting			

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

Previously determined policy in respect of the priority of investing in future schools. There have been no major changes to the proposals presented here.

Page 647

**204. 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 future schools is expected to have a benefit for children and communities for future generations

**205. 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 648

**206. 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
--	--

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

**MEETING AND DATE OF MEETING:** Special Cabinet 28<sup>th</sup> February 2018

**TITLE OF REPORT:** Revenue and Capital budget 2018/19 – final proposals following public consultation

**AUTHOR:** Mark Howcroft

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:** The appendix noted has an indication of land and assets that the Council proposes to sell and what the Council would be indicatively prepared to take for such.


**FACTORS IN FAVOUR OF DISCLOSURE:** Openness and transparency in matters concerned with the public.

**PREJUDICE WHICH WOULD RESULT IF THE INFORMATION WERE DISCLOSED:** To circulate such a document would prejudice negotiation over the levels of receipts and mitigate an opportunity to maximise returns.

**MY VIEW ON THE PUBLIC INTEREST TEST IS AS FOLLOWS:** Factors in favour of disclosure do not outweigh those against.

**RECOMMENDED DECISION ON EXEMPTION FROM DISCLOSURE:** Maintain exemption from publication in relation to report

Date: 19<sup>th</sup> February 2017

Signed: 

Post: Chief Officer for Resources

---

I accept/do not accept the recommendation made above

Date: 17/2/18

Signed: 

Post: Chief Executive

This page is intentionally left blank



By virtue of paragraph(s) 14 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>Borough Theatre, Abergavenny</b>
<b>MEETING:</b>	<b>Cabinet</b>
<b>DATE:</b>	<b>28<sup>th</sup> February 2018</b>
<b>DIVISION/WARDS AFFECTED:</b>	<b>All</b>

## 1. PURPOSE:

- 1.1 To seek Cabinet approval to accept the surrender of the lease between Monmouthshire County Council and the Borough Theatre Trust dated October 2013 which transferred a leasehold interest of Abergavenny Theatre to the newly formed Borough Theatre Trust. In so doing, to recognise that the Management Agreement entered into by both parties is brought to an end and that Abergavenny Theatre will return to the ownership and control of Monmouthshire County Council. The Borough Theatre Trust is in agreement with this course of action and will cease to operate and seek to de-register itself on conclusion of this hand-over.
- 1.2 The Council will review all operations of Abergavenny Theatre in the following six months and bring forward an options appraisal as a subsequent report to Cabinet for the medium term future of the Theatre. No options will be brought forward for consideration that exceed resources available within the approved Medium Term Financial Plan.

## 2. RECOMMENDATIONS:

- 2.1 To agree to terminate forthwith the Council's lease and consequently its Management Agreement with the Borough Theatre Trust for Abergavenny Theatre.
- 2.2 In agreeing 2.1, to absolve in absolute terms all Borough Theatre trustees of any outstanding repairs and maintenance liabilities for the building. These are estimated to be £119,611 and will fall to the Council if a viable model for the Theatre beyond the initial 6 month period is arrived at.
- 2.3 The Council agrees to undertake a TUPE transfer of six existing Theatre employees on their existing terms and conditions. In doing so Cabinet accepts that it enters into a risk of needing to meet severance costs for these individuals if a viable ongoing model for the Theatre is not found.
- 2.4 To agree that existing resources from the Council's Economy and Enterprise team be deployed to provide leadership and management support for the six month period in which the future viability of the theatre is being considered.

## 3. KEY ISSUES:

- 3.1 In October 2013, management and operation of the Abergavenny Borough Theatre transferred from the Council to an external and independent board of trustees, in the form of a Company Limited by Guarantee. Since when the theatre has been operating as a charitable trust - the Borough Theatre Trust (BTT) (No. 1151373). Two documents manage the BTT's occupation, a Management Agreement and a 30-year lease. The lease requires BTT to invest in and repair the interior of the theatre, including fixtures and fittings, as part of continually building its own future sustainable business plan.
- 3.2 For the initial three years of the Management Agreement, BTT received an annual grant of £163,707 from the Council; an additional £28k from Arts Council for Wales, as well as income from performances, all of which has supported maintaining the existing structure and scope of operation. Subsequently the Council subsidy tapered down in accordance with the Management Agreement and notification of the adjustment was sent in September 2016. This confirmed a realisation on the part of the Trust that the ongoing viability of the Theatre could not be guaranteed and a dialogue commenced with the Council.
- 3.3 An interim schedule of dilapidations was undertaken in July 2017, which identified outstanding repairs of £119,611.
- 3.4 In the event that the Trustees interest is surrendered, the Council is obliged via the Management Agreement to undertake a TUPE transfer of existing theatre staff, which amounts to an average monthly cost of £9,512. On approval of this decision and in advance of the proposed surrender, formal consultation with employees will be undertaken. Informal dialogue has been maintained with employees throughout this period

#### 4 OPTIONS APPRAISAL

Option	Benefits	Risks	Comments
Do nothing	<ul style="list-style-type: none"> <li>No residual liabilities for MCC</li> </ul>	<ul style="list-style-type: none"> <li>The Trustees are unable to fund the outstanding repairs and the theatre will subsequently have to close</li> <li>Injury or loss arising from the condition of the theatre</li> <li>Unable to host performances so loss of income and reputational damage</li> <li>The Trust becomes insolvent and the 6 jobs are lost.</li> </ul>	The theatre provides a valuable cultural base for Abergavenny and the current condition is already resulting in negative feedback, loss of volunteers and inability to provide performers appropriate facilities.
Surrender the legal agreements and take back the Theatre whilst options are appraised	<ul style="list-style-type: none"> <li>MCC can work with the existing staff, volunteers and partners to determine a financially viable future for the venue.</li> </ul>	<ul style="list-style-type: none"> <li>MCC will assume liability for the outstanding repairs and maintenance.</li> </ul>	This option provides "breathing space" for the venue, so that the service can be reviewed and solutions

Option	Benefits	Risks	Comments
	<ul style="list-style-type: none"> <li>• Existing bookings can be honoured – so no penalty charges incurred or return of sold ticket income</li> <li>• Potential access to grant funding from the Arts Council for Wales to assist in undertaking outstanding repairs and in the refurbishment of the fittings.</li> <li>• The theatre space can be reviewed as part of the wider refurbishment project to create a home for the hub</li> </ul>	<ul style="list-style-type: none"> <li>• The review concludes that the theatre is not viable without a subsidy in excess of the existing which will result in the closure of the theatre</li> <li>• The uncertainty around the long term position of the theatre will result in loss of trade, staff and volunteers.</li> </ul>	determined to develop and sustain a higher rate of performances, ticket sales and an improved environment for theatre users. There is a risk that the theatre is unsustainable in the longer term.
Position the BTT within wider proposals for ADM	<ul style="list-style-type: none"> <li>• Situates BTT alongside other similar cultural attractions where resources, ideas and staff could be shared</li> <li>• Offers opportunity to generate new revenues and build relationships with external funders</li> <li>• Certainty of Arts Council funding</li> </ul>	<ul style="list-style-type: none"> <li>• Does not truly assess or address the viability issue which is real problem to solve</li> <li>• Could be a sticking plaster option if the core issues are not addressed</li> </ul>	Recognise could be option in future – but is dependent upon a case being made for future viability, sustainability and affordability.

## 5. EVALUATION CRITERIA

See Appendix 1

## 6. REASONS:

- 6.1 The theatre was transferred to the existing Trust on the basis that, with three year fixed full funding support from the council, it would be able to access additional income sources and grant funding that would improve the trading position of the theatre and its offer to users and increasingly see the Trust become less dependent of the council. The trustees have been unable to achieve this.
- 6.2 Should Cabinet agree to the surrender of the lease, the council will undertake a full review to establish the future viability of the theatre including existing and potential operating models. The proposal will however result in the Council assuming financial and operating liabilities including the repairing liability that has already arisen.
- 6.3 Such an appraisal cannot be carried out lightly. The Theatre provides a year round programme of performances to suit all genres, and it is a valued asset by the local community and those from further afield. During 2016/17 the theatre received a footfall of 25,032 people.

- 6.4 There are currently two vacant front of house posts: Theatre Manager and Front of House Supervisor. It is suggested that interim management support is injected into the Theatre to provide a sustainable interim position whilst future feasibility is established.
- 6.5 The location of the theatre within the Town Hall provides the Council with the opportunity to consider its future in a wider context and maximise any benefits that the proposed refurbishment of the Town Hall might be able to create in terms of improved accessibility, increased footfall and improved energy efficiencies.

**7. RESOURCE IMPLICATIONS:**

- 7.1 In-house cover will be provided during the six-month period in which the Council's Economy and Enterprise team be deployed, specifically to provide leadership and management support and simultaneously establish if there is a valid and viable business case for its continued future operation.
- 7.2 Council will accept back a repair and maintenance liability of £119,611.
- 7.3 In the event that a viable model for the future of the theatre cannot be determined, the council is accepting a severance cost liability attaching to all of the current theatre employees.
- 7.4 A full report and financial summary on the long term viability of the theatre will be produced and presented to Council in autumn 2018.

**8. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):**

The purpose of the proposal for the return of management responsibility of the Borough Theatre to MCC, is to test and assess the viability of the Borough Theatre.

Safeguarding will be an integral part of all aspects of the Borough Theatre, and ensure that leadership and capacity impacts positively on those who access the Theatre. The directorate will ensure that there are effective and consistent safeguarding arrangements in place. The impact will be regularly updated and reviewed to ensure ongoing fitness for purpose.

**9. CONSULTEES:**

SLT  
Cabinet  
Borough Theatre Trust  
Monitoring Officer & Head of Legal Services  
S151 Officer

**10. BACKGROUND PAPERS:**

**Appendix 1 Evaluation Criteria**  
**Appendix 2 Future Generations Evaluation**

**11. AUTHOR: Kellie Beirne, Deputy Chief Executive**

**12. CONTACT DETAILS:**

**Tel: 07826 919286**

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

<b>Title of Report:</b>	<b>INTERIM RETURN OF ABERGAVENNY BOROUGH THEATRE TO MCC MANAGEMENT</b>
<b>Date decision was made:</b>	<b>28<sup>th</sup> February 2018</b>
<b>Report Author:</b>	<b>Kellie Beirne</b>

<b>What will happen as a result of this decision being approved by Cabinet or Council?</b>
An opportunity for an in-depth analysis be completed on the viability and sustainability of the Borough Theatre and to make recommendations on the future options available.
Enabling an interim period of return to MCC, will ensure that the Theatre will be able to continue running and offering the range of performances to the community of Abergavenny and further afield.
<i>12 month appraisal</i>
<i>Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?</i>

<b>What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?</b>
A detailed options appraisal be carried out on systems; processes; staffing; resources; performances and footfall to establish long term sustainability and viability.
To engage with customers and partners on ‘What Matters’ and to include findings in the final report.
<i>12 month appraisal</i>
<i>Paint a picture of what has happened since the decision was implemented. Give an overview of how you fared against the criteria. What worked well, what didn’t work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn’t work, why didn’t it work and how has that effected implementation.</i>

<b>What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?</b>
Initial support will be provided from in-house teams within Economy and Development who will establish the long term viability and sustainability of the theatre.
<i>12 month appraisal</i>
<i>Give an overview of whether the decision was implemented within the budget set out in the report or whether the desired amount of savings was realised. If not, give a brief overview of the reasons why and what the actual costs/savings were.</i>

<i>Any other comments</i>
---------------------------





## Future Generations Evaluation (Includes Equalities and Sustainability)

<p><b>Name of the Officer</b> Tracey Thomas</p> <p><b>Phone no:</b> 07818 019624 <b>E-mail:</b> <a href="mailto:traceythomas@monmouthshire.gov.uk">traceythomas@monmouthshire.gov.uk</a></p>	<p>To consider the return of and interim management arrangements of Abergavenny Borough Theatre whilst the longer term viability and operations of the facility are considered</p>
<p><b>Name of Service:</b> Enterprise including Tourism, Leisure, Culture and Youth</p>	<p><b>Date Future Generations Evaluation</b> 06<sup>th</sup> February 2018</p>

*NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc.*




4 Does your proposal deliver any of the well-being goals below?



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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 ensure a much valued local service and resources is maintained and continue to provide employment and volunteering opportunities.</p>	<p>To keep a local service open and extend more community focus and coordination – helping the future sustainability of this valued community asset.</p> <p>Positive engagement and coordination with the community.</p> <p>Income generation and investment to be robustly interrogated to ensure sustainability, and ensures the business thrives and there is sustained growth moving forwards.</p> <p>Continue to invest and grow the very successful volunteering scheme.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<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>Continue our close working partnership Arts Council for Wales to ensure our arts and cultural resource is supported.</p>	<p>We will also seek to develop partnerships and seek to access new forms of funding to secure longevity through established and new partnerships</p>
<p><b>A healthier Wales</b> People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive impact by ensuring quality services are provided by offering events and performances to encourage engagement with communities contributing to their wellbeing and healthy lifestyle .</p>	<p>Working with key partners will ensure opportunities are widely available that will contribute to the overall wellbeing, and cultural experiences of those who attend performances.</p>
<p><b>A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected</p>	<p>The Borough Theatre is a central resource within Abergavenny and will enhance its community engagement and connection with local priorities - this will lead to service offer improvements and continuing to understand what matters to our customers and partners.</p>	<p>To ensure the Borough Theatre has a structure which focuses on encouraging community cohesion as one of its social drivers.</p> <p>We are currently undertaking a customer survey on, 'what matters', to ensure future offers are appropriate and meet customer demand.</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 Borough Theatre will have delegated responsibility to ensure high standards are met and maintained that do not conflict with the global drivers.</p>	<p>Any decisions taken by the Borough Theatre will take into account global and well-being issues as part of its day to day processes.</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>The Borough Theatre will contribute greatly to the local culture, heritage and art, this will include the promotion and protection of the Welsh language, which will form part of the core value and aim of the service.</p>	<p>One of the key drivers of the Borough Theatre will be the promotion of arts, culture and heritage and its structure and key developments will reflect that.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	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 Borough Theatre will provide services for all age ranges and deliver a diverse and comprehensive programme for all of its communities.</p>	<p>With the ability to better market and understand data there will be opportunities to target areas of the community that may not currently be aware of the offer at the Theatre.</p>

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
<p> Balancing short term need with long term and planning for the future <b>Long Term</b></p>	<p>A further analysis and future viability exercise will need to be carried out as the next phase of the interim return of the Borough Theatre. During this period there is still a need to ensure the services continue to function and develop.</p>	<p>Continuation of current bookings until final report be presented on future viability of Borough theatre.</p>
<p> Working together with other partners to deliver objectives <b>Collaboration</b></p>	<p>The theatre has some key partners which provide grants and delivery of service. Some key partners include Arts Council Wales; Acting for the Borough and associated amateur dramatics groups.</p>	<p>The interim management period will establish scoping of opportunities to enable key objectives to be actioned.</p>
<p> Involving those with an interest and seeking their views <b>Involvement</b></p>	<p>There is an ongoing engagement program in place to ensure all the relevant people are consulted with. This includes Arts Council Wales; Cre Cymru; A4B and current audiences.</p>	<p>The engagement process will be constantly reviewed and evaluated to ensure the views of all those who have an interest are taken into account.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>An initial interim period of the theatre being within MCC management will allow a detailed analysis be carried out to identify the future viability of the theatre. .</p>	<p>Interim management and leadership will be provided from MCC in-house teams to work alongside the current staff employed at the theatre. This will also include identifying key income and grant pipelines and how these can be developed and joined up moving forwards.</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>During the interim management of the borough theatre, we will be able to establish opportunities to develop current and new ways of delivering this service, whilst identifying income to sustain the long term future. This should give the opportunity to better connect wellbeing outcomes to other partners and bodies, in particularly those who give grant funding. It is important that this service is able to clearly demonstrate and understand their input into the wellbeing goals – it is also important to consider the impact.</p>	<p>One of the key drivers of the Borough Theatre will be the promotion culture, welsh language and art and its structure and key developments will reflect that. All of this will be linked back to ensuring the key priorities of the Future Generations Act are met.</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. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or [alanburkitt@monmouthshire.gov.uk](mailto:alanburkitt@monmouthshire.gov.uk)

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 interim return of the Borough Theatre to MCC management will provide continued opportunities for all ages as it develops and builds on existing facilities and programs. As the theatre will be back within MCC, there will also be a joined up approach with other MCC services to provide a much wider offer to ensure inclusivity to all characteristics.	n/a	Continued communication and engagement with all parties and customers will assist in the report findings and to establish the viable future operations of the Borough Theatre. .
Disability	Any new re-design and development will be compliant with the Equalities Act.	n/a	With proposed refurbishment of the Community Hub and Market Hall, we can ensure all new facilities and re-developments have/will be fit for purpose and suitable for all abilities.
Gender reassignment	As in Age row	n/a	As in Age row
Marriage or civil partnership	As in Age row	n/a	As in Age row
Pregnancy or maternity	As in Age row	n/a	As in Age row
Race	As in Age row	n/a	As in Age row
Religion or Belief	As in Age row	n/a	As in Age row
Sex	As in Age row	n/a	As in Age row
Sexual Orientation	As in Age row	n/a	As in Age row

Page 663

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?
Welsh Language	Consideration will be given to any new signage and plans for any redevelopments to comply with the Welsh Language act. All marketing materials and general information for customers will be provided bilingually including planned social media. There will be opportunities for all staff to access Welsh Language courses to enable them to meet and greet customers and these will be developed. All job adverts are now advertised as requesting Welsh speakers as part of the person specification.	n/a	Borough Theatre staff will be encouraged in improving their ability to communicate through the medium of Welsh. There is support for this centrally via a scheduled training program to ensure the team are in a good position to deliver the core aims within a set timeframe.

**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	We will ensure safeguarding is at the forefront of all plans with the relevant documentation, systems and procedures and levels of training in place for all staff relevant to the role consistently across the service.	n/a	We will continue to prioritise our safeguarding measures, reflect on current practice and continue to train staff to the appropriate levels. The Borough Theatre will complete a SAFE audit and ensure procedures in place in line with MCC procedures and a training database is maintained by the manager to reflect upskilling of staff within this area. We also link with key partners and amateur theatre groups to ensure they have nominated individuals to safeguard their users.
Corporate Parenting	We will continue to work with our partners to assist in any way we can and add value to the current provisions.	n/a	We will ensure that the Borough Theatre has representation for this area at all team meetings and continuously monitor and review all systems and procedures mentioned above to ensure we are providing as safe an environment for all of our customers as possible. We actively encourage all staff to be vigilant and report any instances they feel appropriate and have procedures in place for this.

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

- The Cabinet report proposing the return of Abergavenny Borough Theatre back to MCC management to enable a full review of the future sustainability and viability.

**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 return of the Borough Theatre back to MCC management will provide “breathing space” for the venue, so that the service can be reviewed and solutions determined to develop and sustain a higher rate of performances, ticket sales and an improved environment for theatre users. There is a risk that the theatre is unsustainable in the longer term, but if we do nothing the theatre may close, resulting in the loss of staff, volunteers, performers and reputation. The Borough Theatre is a much loved and valued local service. It is important, if viable, that it is maintained and by its nature continue to provide employment, growth and an increasingly skilled workforce of both paid staff and volunteers. Incorporating this service will contribute greatly to our local culture, heritage and art with the promotion of health and wellbeing forming part of its key drivers.

**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
Produce and present Cabinet Report	28 <sup>th</sup> February 2018	Kellie Beirne & key Officers	<b>Complete</b>
Subject to approval, present report to Council for ratification.	1 <sup>st</sup> March 2018	Kellie Beirne & key Officers	
Presentation of detailed report for future sustainability and viability of the Borough theatre	Autumn 2018	Kellie Beirne and identified key Officers	

**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:	Ongoing (in line with the above schedule)
--	---

**9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.**

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration



1	<i>Principle of the Borough Theatre be returned to MCC management for an interim period to establish future viability</i>	<i>February 2018</i>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>
2			
3			

This page is intentionally left blank