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Wednesday, 14 October 2015

Notice of meeting / Hysbysiad o gyfarfod:

SPECIAL MEETING OF Strong Communities Select Committee

**Thursday, 22nd October, 2015 at 10.00 am,
(PLEASE NOTE THERE WILL BE A PRE-MEETING
FOR COMMITTEE MEMBERS ONLY AT 9.30AM)**

Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA

AGENDA

Item No	Item	Pages
1.	Apologies for absence	
2.	Declarations of Interest	
3.	Scrutiny of the Budget Proposals for 2016/2017 relating to the remit of the Strong Communities Select Committee	1 - 272
4.	Date and time of next meeting Strong Communities Select Committee Thursday 10 th December at 10 a.m.	

Paul Matthews

Chief Executive / Prif Weithredwr

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

S. Howarth
V. Smith
D. Dovey
A. Easson
S. Jones
P. Jordan
A. Webb
S. White
K. Williams

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Aims and Values of Monmouthshire County Council

Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

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

People Are Confident, Capable and Involved

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

Our County Thrives

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

Our priorities

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

Our Values

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

Nodau a Gwerthoedd Cyngor Sir Fynwy

Cymunedau Cynaliadwy a Chryf

Canlyniadau y gweithiwn i'w cyflawni

Neb yn cael ei adael ar ôl

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

Pobl yn hyderus, galluog ac yn cymryd rhan

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

Ein sir yn ffynnu

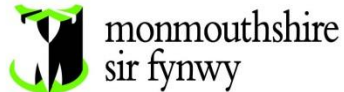
- Busnes a menter
- Pobl â mynediad i ddysgu ymarferol a hyblyg
- Pobl yn diogelu ac yn cyfoethogi'r amgylchedd

Ein blaenoriaethau

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

Ein gwerthoedd

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



SUBJECT:	DRAFT BUDGET PROPOSALS 2016/17 FOR CONSULTATION
MEETING:	Strong Communities
DATE:	22nd October 2015
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

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

2. RECOMMENDATIONS:

- 2.1 That Select committee scrutinises the budget savings proposals for 2016/17 released for consultation purposes and provide their response by the 30th November 2015

3. KEY ISSUES:

Background

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

3.3 Funding Assumptions

Welsh Government funding – a reduction of 4.3% has been assumed in the absence of any further updates. It is expected that the provisional settlement normally expected in

October will be delayed until December 2015/January 2016, in order for the impact of the Spending Review (Nov 2015) on the Welsh Budget to be worked through.

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

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

3.4 Expenditure assumptions

Pay award – 1% increase (except schools)

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

Non- pay inflation – 0%

Cash flat line for schools

3.5 Pressures

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

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

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

3.7 In addition, previously agreed savings that have not been achieved in 2014/15 and 2015/16 (so far) have not been recognised as pressures in the model as Directorates are in the process of identifying replacement savings during the course of this year. Whilst

there is confidence that this can be achieved it does present a risk that will need to be managed.

- 3.8 The effect of the roll forward of the model, revised assumptions and pressures revisions above is to create a revised gap of £11 million over the period of the plan. The previously agreed MTFP contained savings targets of £844k which had mandates to explain how the savings were going to be found. These savings are therefore not being repeated here for approval.

MTFP Strategy

- 3.9 After several years of reducing budgets (over £22 million in last 5 years) the means of achieving further savings becomes increasingly more challenging. The work streams and lead in times require sustained leadership and management capacity to ensure that the proposals can be worked up and the changes made to ensure required outcomes and savings are delivered. In the light of these circumstances, the approach adopted has been to work up next years proposals, whilst taking into account the medium term position. Work is being undertaken on the savings targets further out in the MTFP and these will be the subject of a future report. However much more work is necessary in order to consider the remaining 3 years of the MTFP and what the future shape of the Authority needs to look like in the light of the emerging financial position.
- 3.10 This approach has been key to enabling a focus on the Council's Single Integrated Plan with its vision of sustainable and resilient communities and 3 themes of the County's Single Integrated Plan of; Nobody is left behind, People are capable, confident and involved, Our County thrives and their associated outcomes. This has also allowed the core priorities, as identified within the Administration's Mid Term Report and Continuance Agreement 2015-17, to be maintained, namely:
- direct spending in schools,
 - services to vulnerable children and adults and
 - activities that support the creation of jobs and wealth in the local economy,
 - maintaining locally accessible services
- 3.11 The budget proposals contained within this report have sought to ensure these key outcomes and priorities can be continued to be pursued as far as possible within a restricting resource base. This does not, however, mean that these areas will not contribute to meeting the financial challenges. The aim is to make sure everything is efficient so that as broad a range of service offer as possible can be maintained. Chief Officers in considering the proposals and strategy above have been mindful of the whole authority risk assessment.
- 3.12 The following table demonstrates the links at a summary level that have been made with the 4 priorities, Single Integrated Plan and the strategic risks:

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

Highways, Planning and other discretionary charges	resilient communities.	
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3.13 The process adopted of capturing ideas through detailed mandates and business cases has sought to improve and formalise the links between individual budget proposals, the key priorities of the authority, key performance indicators and the strategic risks from the whole authority risk assessment.

Savings Targets

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

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

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

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

Impact of Capital MTFP

3.17 Work is continuing on the Capital MTFP and this will be considered by Cabinet at the next meeting. For the purposes of establishing the revenue impact of any changes to the

capital MTFP it has been assumed at this stage that any additional schemes which are established as priorities will displace schemes or budget allocations already in the capital programme rather than add any additional pressure which would require financing and therefore potentially impact on the revenue budget.

Council Tax

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

Summary position

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

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

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

Reserves strategy

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

Next Steps

- 3.23 The information contained in this report constitutes the budget proposals that are now made available for formal consultation. Cabinet are interested in consultation views on

the proposals and how the remaining gap may be closed. This is the opportunity for Members, the public and community groups to consider the budget proposals and make comments on them. Cabinet will not however, be prepared to recommend anything to Council that has not been subject to a Future Generations and EQIA and therefore a deadline to receive alternative proposals has been set as 30th November 2015.

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

20th Oct 2pm Adults
21st Oct 2015 10am CYP
22nd Oct 2015 10am Strong Communities
4th Nov 2015 10am Economy and Development

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

4 REASONS:

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

5 RESOURCE IMPLICATIONS:

As identified in the report and appendices

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

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

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

7. CONSULTEES:

SLT
Cabinet

Head of Legal Services
Head of Strategic Personnel

8. BACKGROUND PAPERS:

Appendix 1: Summary table of Pressures

Appendix 2: Detail of individual pressures

Appendix 3: Summary list of budget savings

Appendix 4: Individual proposals – detailed mandates or business cases with attached
Future Generation assessments, numbered between B1 and B23

9. AUTHOR:

Joy Robson
Head of Finance

10. CONTACT DETAILS:

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E-mail: joyrobson@monmouthshire.gov.uk

Appendix 1 - Summary table of Pressures

APPENDIX 1

Summary table of pressures

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

Reduce to zero, being managed through practice change

Excluding schools

Reserve funded

revised pressures based on living wage rather than min w

revised pressures based on living wage rather than min w

Fund by reserves in 2016/17

Treasury policy being worked on

vage
vage

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

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

Mandate Completed by	Carl Touhig & Rachel Jowitt
Date	16/09/15

Why is this pressure required?

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

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

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

Total pressures £1.15mk.

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

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

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

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

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

Bartlett		
As above	Finance	7 th September 2015

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

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

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

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

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

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

2. Pressure proposed

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

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

3. Actions to required to minimise the pressure

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

Action	Officer/ Service responsible	Timescale
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Recycling Review – potential savings from source segregated collections are being investigated with WRAP, WLGA, WG	Carl Touhig	January 2016
Procuring MRF contract to establish actual market position and cost	Carl Touhig	October 2015
Reducing waste production by limiting trade and cross-border traffic on CA sites	Carl Touhig	April 2016

4. Additional skills/ business needs

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

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

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5. Measuring performance on the mandate

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

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

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

6. Key Risks and Issues

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

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

7. Assumptions

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

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

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8. Options

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

Options	Reason why Option was not progressed	Decision Maker
Seek "nil" gate fee contract for MRF	Volatility in recycling market and soft market testing suggest that a gate fee of £30 - £55 is more likely.	Carl Touhig
Further efficiency savings in operational delivery	WSS have achieved almost £2m in operational efficiency savings in last 3 years. Further savings could only be achieved through ceasing services. The majority of waste services are statutory functions and options are very limited.	Carl Touhig

9. Monitoring the pressure mandate

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

Pressure Mandate Proposal Number : 1

Pressure Mandate Title : Passenger Transport Unit – School Transport

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

Mandate Completed by	<i>Richard Cope</i>
Date	<i>22.05.15</i>

Why is this pressure required?

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

How much pressure is there and over what period?

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

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

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

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

Directorate & Service Area responsible

Chief Executives Directorate - Operations

Mandate lead(s)

Richard Cope

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

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

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

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

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

What are the outcomes of investing in the identified pressure?

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

Expected positive impacts

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

Expected negative impacts

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

2. Pressure proposed

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

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

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

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

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

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

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

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3. Actions required to minimise the pressure

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

Action	Officer/ Service responsible	Timescale
To look at current policies. A number of changes have been put forward to members on non-statutory elements which are waiting for decisions on consultation.	Richard Cope/Roger Hoggins	Policy changes have to be agreed and published by 1 st October preceding

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

4. Additional skills/ business needs

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

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

5. Measuring performance on the mandate

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

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

6. Key Risks and Issues

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

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

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

7. Assumptions

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

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

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8. Options

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

Options	Reason why Option was not progressed	Decision Maker
A review of SEN pupils transported was undertaken	A number of individual transport provisions were amalgamated to Headlands School Penarth and Caldicot SNU. These were run for a short period, however issues occurred whereby, escorts were assaulted, pupils were fighting and vehicles were damaged and new risks assessments had to be carried out which indicated that individual transport should be resumed.	CYP/PTU/School
Welsh school Provision	A consultation was undertaken by CYP on this and after appraisals it was decided to invest in Duffryn Site which would require separate transport , current provision to Ysgol Gyfun Gwynllw from the south of the county will	CYP/PTU/Members

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

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

2016/17 Budget Mandate Ideas

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

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

Business Change Mandate (Including Budget Mandates) Proposal Number: B02
Title: Rationalise Business Support Teams

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

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

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

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

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

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

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

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

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

How will this proposal address this issue

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

What will it look like when you have implemented the proposal

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

Expected positive impacts

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

Expected negative impacts

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

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2. Savings proposed

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

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

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3. Options

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

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

4. Consultation

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

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

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

5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Identify the current directorate support/admin support arrangements currently operating across directorates	Tracey Harry /all services /finance	
Identify any disparities in capacity/ spans of control and structures		
Identify areas where anomalies or operational opportunities exist		
Identify actions to address anomalies		

6. Additional resource/ business needs

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

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

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7. Measuring performance on the mandate

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

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

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8. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Positive engagement from services in the review.							
IT functionality							
Management resistance							

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9. Assumptions

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

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

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10. Monitoring the budget mandate

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

11. Evaluation

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

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

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Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

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






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

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

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

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

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

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

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

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

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

Page 42 4. What evidence and data has informed the development of your proposal?

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

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

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

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

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

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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:	
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Business Change Mandate (Including Budget Mandates) Proposal Number: B7

Title: Legal Services Review Opportunities for Income Generation

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

Mandate Completed by	Robert Tranter
Date	15 th September 2015

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

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

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

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

To receive income from providing legal advice to Melin Homes on planning agreements and consider any other external work to reduce the net cost of Legal Services and Land Charges to the council.
To build on the findings from the Legal Services Review which aims to ensure that the council maximises opportunities to reduce its spend on legal advice through reducing the need to purchase external independent legal advice whilst maximising any income generation opportunities.

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

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

How will this proposal address this issue

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

What will it look like when you have implemented the proposal

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

Expected positive impacts

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

Expected negative impacts

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

2. Savings proposed

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

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

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3. Options

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

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

4. Consultation

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

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

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

5. Actions to deliver the mandate

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

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

6. Additional resource/ business needs

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

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

7. Measuring performance on the mandate

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

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

8. Key Risks and Issues

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

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

9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?

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Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

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






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

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

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

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

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

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

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

D39056

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	<i>Safeguarding in this context applies to both children (not yet reached 18th birthday) and vulnerable adults (over 18 who is or may be in need of community care services by reason of mental or other disability, age or illness and who is or may be unable to take care of himself or herself, or unable to protect himself or herself against significant harm or serious exploitation.)</i>	<i>Safeguarding is about ensuring that everything is in place to promote the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect.</i>	The proposal does not affect the council's wellbeing duty.
Corporate Parenting	<i>This relates to those children who are 'looked after' by the local authority either through a voluntary arrangement with their parents or through a court order. The council has a corporate duty to consider looked after children especially and promote their welfare (in a way, as though those children were their own).</i>		None.

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

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

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

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

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

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

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

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

The impacts of this proposal will be evaluated on:	On going in line with SIP and council monitory and budget reporting.
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Business Change Mandate (Including Budget Mandates) Proposal Number: B8

Title: Promoting responsible business waste management – Household Waste Recycling Centre Access

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

Mandate Completed by	<i>Rachel Jowitt / Roger Hoggins</i>
Date	<i>21/09/15</i>

How much savings will it generate and over what period?

£80k in a full year, recurring

Directorate & Service Area responsible

Operations, Waste and Street Scene

Mandate lead(s)

HoS – Rachel Jowitt, Lead officer Carl Touhig

Final mandate approved by Cabinet

Date:

1. Vision and Outcomes of the Mandate

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

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

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

In 2015-16 MCC introduced a charge for kerbside recycling on businesses to ensure that the waste budget was not subsidising business recycling. This proposal continues this trend of ensuring that businesses are fully responsible for their waste and householders and council tax are not subsidising business activity. The review demonstrated that there was a significant number of vans and commercial vehicles accessing our sites, many of which used the sites a number of times a week. Where the site is confident that the van/trailer is carrying commercial waste from April 2016 the driver will be asked to go over the Viridor weighbridge and pay the appropriate charge rather than accessing the HWRC for free. However if the driver can demonstrate that the vehicle is registered solely for social and domestic waste (proof by means of an insurance document will be required) the vehicle/driver will be issued with a pass which will allow ?? visits per annum (*quantum to be determined in partnership with appropriate consultees and Select Committee when the policy is reviewed*). To support this change the HWRCs and MCC staff will be on hand to offer advice and support for businesses needing to dispose of their waste or recycling.

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

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

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

Increasing tonnages of “construction/ business “ type waste.

Feedback from Dragon Waste/ Viridor staff

Being on site and reviewing commercial activity

No. of disclaimers

How will this proposal address this issue

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

What will it look like when you have implemented the proposal

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

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

Expected positive impacts

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

Expected negative impacts

Anger and frustration amongst those businesses that have to date been disposing of waste FOC. Inconvenience for businesses that have previously accessed Troy and Usk, however they will be able to use the appropriate facilities on offer at Llanfoist or 5 Lanes. Possible risk of increased fly tipping. However neighbouring Council's have undertaken similar initiatives and have not seen an increase in fly tipping. Waste colleagues will work closely with Environmental Health colleagues to make businesses aware of their waste responsibilities and manage their waste and recycling in an appropriate and responsible manner.

It must also be stressed that the majority of the tonnage is recyclable and has therefore made a generous contribution to MCC's recycling

performance. If only recyclable material is withdrawn from the site an expected 1-3% reduction in our recycling rates could be seen. However this negative impact will be mitigated through Project Gwyrdd and the introduction of Incinerator Bottom Ash recycling. This should deliver a 4-6% increase on the recycling rate so overall through this two initiatives a positive increase in recycling rates should be seen.

2. Savings proposed

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

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

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3. Options

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

Options	Reason why Option was not progressed	Decision Maker
Remove access for all vans completely – no exceptions	Unfair for private individuals that use a van for social/domestic use	Waste team
Continue as is	Businesses are abusing the CA sites and avoiding charges - unaffordable	Waste team

Introduce a charge for use of the sites by businesses	The administration, management and technology needed on site to introduce a charge would negate the income made and therefore would at best be cost neutral rather than a long term saving. The existing contract for the HWRCs is due for renewal post 2017-18. The development of the specification will include a feasibility assessment of introducing a modern charging system for businesses to use the HWRCs.	Waste team

4. Consultation

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

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	August '15	
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

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

5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Lead in time to Advise businesses that the facility to use the CA sites is being withdrawn	Waste team	
Policy developed (done) and internal consultation	Waste team	Sep 15
Select Committee Consideration	Waste team	Oct 15
Cabinet Approval	Waste team	Jan 16
Notification to businesses using the site	Waste team	Feb –Mar1
Implementation	Waste team	Apr 16
Monitoring of the sites & fly tipping	Waste team & environmental health	2016-17

6. Additional resource/ business needs

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

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

7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual t 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
budget	Tonnages of waste generated at the CA sites	800t less							

8. Key Risks and Issues

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

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

		to determine how much residual waste businesses are depositing					

9. Assumptions

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

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

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10. Monitoring the budget mandate

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

11. Evaluation

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

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

DRAFT



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






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

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

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

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

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

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

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

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

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

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

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

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

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

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

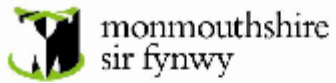
What are you going to do	When are you going to do it?	Who is responsible	Progress
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Engage Viridor to discuss successful implementation	Ongoing	Waste team	Ongoing
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Notification to businesses using the site	Feb-Mar16	Waste team	
Implementation	Apr 16	Waste team	
Monitoring of the sites & fly tipping	2016-17	Waste team	

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

The impacts of this proposal will be evaluated on:	<p>Monthly monitoring of fly tipping</p> <p>Quarterly monitoring of waste tonnages</p>
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	Monthly monitoring of expenditure Engagement with Viridor on staff and businesses still trying to use the sites
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DRAFT



Household Waste Recycling Centre Policy

2015

HWRC policy: 21/05/2015

1. Monmouthshire County Council

2. Household Waste Recycling Centre (HWRC) Policy

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

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

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

Section 1: Site Access Criteria

Opening times:

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

Use by non-Monmouthshire residents:

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

Vehicles permitted to use site:

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

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

Commercial Waste:

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

Failure to comply with site access policy:

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

Section 2: Waste Acceptance Criteria

Type of waste permitted on site:

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

Maximising recycling and pre-sorting waste:

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

Ownership of waste on site:

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

Hazardous waste:

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

Material acceptance list:

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

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

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

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

Section 3: Site Rules Enforcement Criteria:

28. Visitors to the HWRC must:

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

Behaviour on site:

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

Requests to leave site:

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

CCTV use:

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

Asbestos Acceptance Policy

What is classed as Asbestos waste?

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

Where can it be taken?

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

How much can be taken to a site per year?

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

How must asbestos be presented and handled on site?

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

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

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

47. Provide to site staff:

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

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

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

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

DIY Waste Acceptance Policy

What is classed as DIY waste?

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

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

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

Where can it be taken?

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

How much can be taken to a site per visit?

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

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

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

How must it be presented and handled on site?

56. Presentation:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
--	--	---

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

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

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

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

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Safeguarding	Like 4 above, the proposals do not affect individuals and thereby do not affect or impact on the Council's corporate parenting and safeguarding duties.		
Corporate Parenting			

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

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 Feedback from Dragon Waste/ Viridor staff
 Being on site and reviewing commercial activity
 No. of disclaimers

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

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
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Select Committee Consideration	Oct 15	Waste team	
Cabinet Approval	TBC	Waste team	
Notification to businesses using the site	Feb-Mar16	Waste team	
Implementation	Apr 16	Waste team	
Monitoring of the sites & fly tipping	2016-17	Waste team	

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

The impacts of this proposal will be evaluated on:	<p>Monthly monitoring of fly tipping</p> <p>Quarterly monitoring of waste tonnages</p>
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	Monthly monitoring of expenditure Engagement with Viridor on staff and businesses still trying to use the sites
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monmouthshire
sir fynwy

Household Waste Recycling Centre Policy

2015

HWRC policy: 21/05/2015

1. Monmouthshire County Council

2. Household Waste Recycling Centre (HWRC) Policy

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

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

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

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Opening times:

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

Use by non-Monmouthshire residents:

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

Vehicles permitted to use site:

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

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

Commercial Waste:

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

Failure to comply with site access policy:

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

Section 2: Waste Acceptance Criteria

Type of waste permitted on site:

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

Maximising recycling and pre-sorting waste:

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

Ownership of waste on site:

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

Hazardous waste:

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

Material acceptance list:

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

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

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

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

Section 3: Site Rules Enforcement Criteria:

28. Visitors to the HWRC must:

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

Behaviour on site:

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

Requests to leave site:

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

CCTV use:

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

Asbestos Acceptance Policy

What is classed as Asbestos waste?

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

Where can it be taken?

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

How much can be taken to a site per year?

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

How must asbestos be presented and handled on site?

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

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

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

47. Provide to site staff:

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

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

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

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

DIY Waste Acceptance Policy

What is classed as DIY waste?

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

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

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

Where can it be taken?

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

How much can be taken to a site per visit?

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

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

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

How must it be presented and handled on site?

56. Presentation:

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

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

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

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

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

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

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

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

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

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

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

Business Change Mandate (Including Budget Mandates) Proposal Number: B11

Title: Leadership and Management Restructure

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

Mandate Completed by	Paul Matthews
Date	15.09.15

How much savings will it generate and over what period?

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

Directorate & Service Area responsible

Chief Executives'

Mandate lead(s)

Paul Matthews

Final mandate approved by Cabinet

Date:

1. Vision and Outcomes of the Mandate

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

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

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

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

The evidence base is:

- Indicative settlements show significantly reduced resources over the medium-term
- Prospect of further structural and policy change in the short and medium-term
- The need to ensure staff structures and alignments reflects the four key priority areas of the Council – as set out in the Continuation Agreement - and demonstrate contribution to core purpose: 'sustainable and resilient services'
- The need to ensure alignment between service changes and redesign and resultant altered staffing needs

How will this proposal address this issue

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

People are our best resource and we need to ensure they are playing to their strengths and are positioned to serve our organisation and our communities in the most effective ways. This proposal is entirely in the spirit of our People and Organisational Development Strategy and our

aim to create the whole-organisation conditions that allow people to connect to their purpose in order to deliver sustained improvements for our residents, businesses, partners and communities.

What will it look like when you have implemented the proposal

Fully implemented, the proposal will alter the role and shape of key elements of leadership and management structures to ensure we have the right people in the right places and posts to enable delivery of the priorities that communities tell us matter most – promoting excellence in education, protecting the vulnerable, supporting enterprise and maintaining local services. In the light of the changing policy, financial and social backdrop – this process has to be about much more than matching people to posts and ‘service responsibilities’ and becoming more lean and efficient - even these have to be clear objectives. These changes are about reinforcing necessary leadership competencies and promoting the ‘can do’ purpose-driven mind-sets that create the kind of culture we want to grow our people in.

Expected positive impacts

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

Expected negative impacts

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

2. Savings proposed

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

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Chief Executives’		£102,000		102,000				102,000

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

3. Options

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

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

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4. Consultation

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

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

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

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

5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Share information on structure redesign and identify specific changes	Leadership Team	September 15 – October 15
Consultation – engagement with individuals, Select, Cabinet Members and Unions as required	Leadership Team	October-November 15
Approvals	Leadership Team	November 15 Cabinet
Implementation		April 2016 or before if achievable

6. Additional resource/ business needs

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

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-
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		financial)
No additional investment required		

7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Reduction in staffing cost	175,000							
Performance	KPIs and Improvement Plan								

8. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Reduced workforce at time of significant	Strategic and operational	Becoming more efficient will result in some cases, in fewer people. Data tells us	Medium	Medium	Medium	Amount sought in terms of financial savings relatively small – opportunities to reduce staff time are being taken (as opposed to delete posts) will be taken wherever possible. Whole	High

operational pressure and policy/ structural change and further potential impacts around loss/ reduction of experience		demand is peaking for certain services. Policy and financial context is changing.				organisation structure will be reinforced to mitigate any impact of losses so that key roles covering core priorities are covered with the relevant levels of expertise.	
Potential impact on customer satisfaction and perception as some non-priority activities will no longer be carried out	Strategic and operational	Demand for all services remains high	Medium	Medium	Medium	Need strong message through the engagement process that we can no longer continue to run all the services and provide all functions we have 'til this point.	Med

9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

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

Business Change Mandate (Including Budget Mandates) Proposal Number: B12
Title: Second Phase Review of Grants / Subsidies to third Sector Discretionary Bodies.

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

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

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

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

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

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

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

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

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

How will this proposal address this issue

The consolidation and reduction in grants to third sector providers will result in reduced expenditure for MCC. In relation to Care & Repair this will result us being at the same position as neighbouring Local Authorities.

What will it look like when you have implemented the proposal

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

Expected positive impacts

Expected negative impacts

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

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2. Savings proposed

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

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

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

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3. Options

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

Options	Reason why Option was not progressed	Decision Maker
Status Quo (protect grant funded bodied from financial pressures)	At the current time all services are facing increasing demands and competition for resources and there seems to be little reason why these should not be passed on to partners.	Will McLean

experienced by the LA)		
Take a flat line reduction to all grants that fall into the scope of the mandate	This is the most equitable manner of apportioning the reduction. It is a reduction of £50,000 on a budget of £282,808.	Will McLean

4. Consultation

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

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

Will any further consultation be needed?		
Name	Organisation/ department	Date
Carer & Repair Torfaen & Monmouthshire		October 2015

5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Specific negotiations with each of the grant receiving bodies	Will McLean (CAB and GAVO) Will McLean and Ian Saunders (Leisure and Cultural providers) Dave Jones (Care and Repair)	By October 31 2015
Notice given to bodies	Will McLean (CAB and GAVO) Ian Saunders (Leisure and Cultural providers) Dave Jones (Care and Repair)	
Head of Community Protection to further liaise with Care & Repair Manager to seek other funding opportunities. (meeting held with C&R 26/8/15)		

6. Additional resource/ business needs

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

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

7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff /	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20

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

8. Key Risks and Issues

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

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

9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?

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Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

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






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

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

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

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	<p>The Mandate effectively tries to balance the funding of third sector partners into the medium term to enable them to plan effectively into the future. The reduction applied to the organisations ensures that there is still a residual level of funding available to groups to develop their aims and objectives.</p>	
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p>MCC will continue to work with its partners closely to ensure that this funding is placed with organisations that can contribute to shared outcomes. In line our single integrated plan.</p>	<p>During the relevant stage we will continue to work with the organisations to support them manage their resources more effectively and encourage them to look for opportunity with other 3rd sector organisation to share resources where practicable.</p>
<p>Page 119</p>  <p>Involvement Involving those with an interest and seeking their views</p>	<p>We will involve all of those organisations affected by this proposal to fully understand the impact upon their services and this will be reflected in this assessment following that stage of engagement.</p>	
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>We recognize the contribution that these services make to preventative services and we seek to maintain as much funding as we can.</p>	<p>More detail will be added at when greater information is known about the specific organisations.</p>
 <p>Integration Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>This will be completed when the additional engagement has been undertaken and the contribution that the remaining funding makes has been fully understood.</p>	

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

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

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

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

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

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

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

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

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

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

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

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

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

The impacts of this proposal will be evaluated on:

Business Change Mandate (Including Budget Mandates) Proposal Number: B13

Title: Highways infrastructure - Income Generation

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

Mandate Completed by	<i>Roger Hoggins</i>
Date	<i>20/09/2015</i>

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

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

1. Vision and Outcomes of the Mandate

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

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

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

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

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

How will this proposal address this issue

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

What will it look like when you have implemented the proposal

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

Expected positive impacts

Businesses will get valuable advertising opportunities around the county which will support commerce in the county. Car parking facilities in the towns will be improved and extra parking spaces created (Monmouth). Existing car parking regime will be reorganised to assist commerce in the towns.

Expected negative impacts

Criticism will arise about MCC defacing Monmouthshire countryside with advertising and some small businesses will complain that they cannot afford advertising costs (although we will offer smaller advertising sections where feasible to suit smaller businesses). Car parks charges will be introduced in car parks that are presently free (albeit other free options remain), some car parks will be short stay (to improve turnover for shoppers), charging blue badge holders is being considered although mitigation is also envisaged e.g. an additional 'free' hour.

2. Savings proposed

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

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

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

3. Options

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

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

4. Consultation

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

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	20/07/15	
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee	October	
Public or other stakeholders		
Cabinet (sign off to proceed)		The policy is already adopted – this implements more widely the approved policy. Car parking options have been reported extensively to select committees and cabinet

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

5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Ascertain all advertising places and acquire all permissions as necessary to use. Install all necessary infrastructure to provide advertising space	Lead officers and Richard Cook (PTU)	

Promote, sell and manage advertising space/customers	Richard Cook (PTU) plus admin support from highways	
Recruit officer (initially part time to promote advertising and manage clients – dependant upon workloads arising and capacity of existing staff to manage workload.	Roger Hoggins, Lead officers	
Complete car park order, consult, report to cabinet, approve capital budget, introduce changes as reported to cabinet	Legal team and Car Park officer (Amanda Perrin)	

6. Additional resource/ business needs

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

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

7. Measuring performance on the mandate

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

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

8. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Lack of interest from business community	Operational	No interest – no income	low	high	low	Increase promotion of service (cold calling etc.). revert to 3 rd party advertising support	Dependant upon success of mitigation?
Member rejection of scheme as advertising complaints arise	Strategic	There will be negative comments about introducing advertising in public spaces	low	high	low	Ensure members are aware of initiative before it is extended more widely	low
Final decision on introduction of a revised car park order is withheld or the order significantly altered.	strategic	Changes to the car park service has proven emotive already.	low	high	high	Consultation has already been undertaken and already provided to cabinet. Mitigation is proposed in relation to charging blue badge holders and some changes are intended to assist commerce in the towns.	

9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

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

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

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



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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Greater opportunities to park in local communities will discourage travelling further afield.	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	By people having access to local parking could result in people socializing within their own community rather than travelling outside of their immediate community.	
Page 16 Wales of cohesive communities Communities are attractive, viable, safe and well connected	(+)Advertising helps to support commerce in our town centres. It has been recognized that there is insufficient car parking within Monmouth and this will seek to address this. (-)Car park management has to be reviewed periodically to ensure it remains appropriate for the users, retail, etc.	Free spaces will remain in towns whilst the charging regime is altered for existing car parks. Extra car parking is being created in Monmouth where a demand was recognized through consultation.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Not applicable	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Not applicable	All current and potential Car park signs are bilingual. (Welsh and English)
A more equal Wales People can fulfil their potential no matter what their background or	Advertising opportunities will be charged at market rates but a range of sizes and costs will be	We continue to review what other neighboring authorities pricing structures.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The impacts of this proposal will be evaluated on:	Quarterly post implementation
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Business Change Mandate (Including Budget Mandates) Proposal Number: B14b
 Title: Grounds Maintenance – Funding Review

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

Version #	Lead Officer	Revision Date	Change Description	Reason
1	Roger Hoggins			
2	Rachel Jowitt	9/10/15	Removal of Chepstow Cemetery proposal Inclusion of highway verge maintenance policy amendment	Following internal consultation, engagement and challenge it is proposed to retain the Sexton service within Chepstow. The current verge mowing contract has been reviewed by officers and is due for renewal. The contract needs to reflect the Council's pollinator policy and therefore the proposal is to reduce the number of cuts in the contract, thereby achieving sustainability and financial benefits.

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Mandate Completed by	<i>Rachel Jowitt & Nigel Leaworthy</i>
Date	<i>09/10/15</i>

How much savings will it generate and over what period?
£75,000 for 2016-17

Directorate & Service Area responsible
Operations – Waste and Street Scene

Mandate lead(s)
HoS – Rachel Jowitt, Lead Officer – Nigel Leaworthy

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

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

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

Monmouthshire is renowned for its beautiful environment and there is a commitment in the Single Integrated Plan to promote, protect and enhance it under the theme "Our County Thrives". Through changing practice we can deliver against this outcome and save money. By adjusting our planting regime in parks and open spaces by switching to wild flowers we will reduce the need for ongoing maintenance, fertiliser and annual seed. Through this we are reintroducing natural flowers to our environment and thereby improving the opportunity for biodiversity to thrive. This change is the continued implementation of the successful Pollinator Policy. Also in line with this policy is the proposal to reduce the current highway verge mowing when a new contract is issued. Currently highway verges are cut twice. The first cut is based on assessment and is a safety cut only, followed by a second full cut later in the year. It is proposed that only one full cut will be undertaken. Safety will always remain a priority and this will be monitored and action taken as appropriate within existing resources (as now). Finally MCC has worked in partnership with Green Fingers on the Linda Vista site for many years and a strong relationship has been established. As the expansion of this partnership MCC will no longer undertake the routine maintenance of the gardens as this will be undertaken by Green Fingers. MCC will retain the strategic and commissioning role with a view to expanding and building on this partnership including the Friends of Linda Vista and other parties as appropriate. The saving is made through the release of a vacant post within the team as half a FTE post used to oversee Linda Vista.

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

Response to known budget pressures upon the authority for at least the coming three years and the success of the pollinator policy.

How will this proposal address this issue

Reduces service provision costs whilst maintaining displays and amenities. It is proposed that sites will be planted with wild flowers thereby saving time and expenditure on plants etc, Linda Vista to be maintained by Green Fingers with support from the Council. Highway verges will only be cut once a year following the award of a new contract to align operational practice with the pollinator policy.

What will it look like when you have implemented the proposal

The public will see different styles of floral displays that compliment the Council's 'bee friendly' policy and other amenities.

The maintenance of Linda Vista remain available and maintained but will either be maintained in partnership with other providers or an alternative service delivery model developed by reconfiguring reduced council staff numbers.

Expected positive impacts

The revised displays are largely well received and users will see little difference in Linda Vista.

Whilst difficult to directly measure the environment benefit of reducing verge mowing it is accepted that local biodiversity will improve.

Expected negative impacts

Risk of deterioration in Linda Vista as Green Fingers struggle to maintain but there are no suggestions of this at the moment

Road users will need to adjust to the change in visual amenity with an amended verge mowing cutting regime. There may be initial complaints and concerns over road safety. However road safety remains a priority and the impact of the service will be monitored and road safety cuts made as appropriate.

2. Savings proposed

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

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Stop purchasing bedding plants and subsequent mgt costs (watering etc.)and revert to using wild flower seeds for displays		Saving of £46k but outlay of £13k for seeds and ongoing maintenance – net benefit £33k		35k				£35k
Transfer maintenance to Green Fingers		Save half of one operative – benefit £12k		13k				£13k

Change to highway verge cutting regime		£27k		£27k				£27k
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3. Options

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

Options	Reason why Option was not progressed	Decision Maker
Withdraw any displays and grass over all beds	Loss of decorative impact of flower displays	Head of service
Withdraw from Linda Vista maintenance	Unnecessary as Green fingers are taking on the role at no cost	Head of service
Continue with current verge mowing practice (2 cuts not 1)	This is not in line with the pollinator policy and would not deliver savings	Head of service

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4. Consultation

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

	Green fingers	July '15
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Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	20/07/2015	
Internal Challenge Session	7/10/15	Amended mandate as per version control above
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
No		

5. Actions to deliver the mandate

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

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Action	Officer/ Service responsible	Timescale
Purchase seeds and prepare beds	Commercial and Operations Manager	spring
Agree with Green fingers	ditto	Already done
Approval of mandate and policy on highway verge mowing	Head of Waste & Street Services	Mandate process
Contract preparation and procurement management for highway verge mowing	Commercial and Operations Manager	Contract in place for 2016

6. Additional resource/ business needs

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

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

Additional funding for seeds and to prepare beds – mentioned above	From existing budget	

7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
budget	Saving achieved	£75k							
Customer	Compliments and complaints on highway verge maintenance								
Customer	Compliments / complaints on Linda Vista								

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8. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Risk	Operational	There could be concern over highway safety with	Likely	Moderate	medium	Concerns will be monitored and responded to, to engage people and advise them of our safety assessment and management	Low

		a reduction in the number of cuts. This will lead to complaints				practices.	

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Value of the highway verge contract – assuming a reduction in price due to reduction in cuts and what contractors will charge	Based on market knowledge and current contract	Commercial and Operations Manager

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10. Monitoring the budget mandate

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

11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?
Results of planting regime	WSS Team
Complaints on highway verge mowing	WSS team






<p>Name of the Officer Rachel Jowitt</p> <p>Phone no: 07824 406356 E-mail: racheljowitt@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Monmouthshire is renowned for its beautiful environment and there is a commitment in the Single Integrated Plan to promote, protect and enhance it under the theme “Our County Thrives”. Through changing practice we can deliver against this outcome and save money. By adjusting our planting regime in parks and open spaces by switching to wild flowers we will reduce the need for ongoing maintenance, fertiliser and annual seed. Through this we are reintroducing natural flowers to our environment and thereby improving the opportunity for biodiversity to thrive. This change is the continued implementation of the successful Pollinator Policy. Also in line with this policy is the proposal to reduce the current highway verge mowing when a new contract is issued. Currently highway verges are cut twice. The first cut is based on assessment and is a safety cut only, followed by a second full cut later in the year. It is proposed that only one full cut will be undertaken. Safety will always remain a priority and this will be monitored and action taken as appropriate within existing resources (as now). Finally MCC has worked in partnership with Green Fingers on the Linda Vista site for many years and a strong relationship has been established. As the expansion of this partnership MCC will no longer undertake the routine maintenance of the gardens as this will be undertaken by Green Fingers. MCC will retain the strategic and commissioning role with a view to expanding and building on this partnership including the Friends of Linda Vista and other parties as appropriate. The saving is made through the release of a vacant post within the team as half a FTE post used to oversee Linda Vista.</p> <p>.</p>
<p>Name of Service</p> <p>Waste & Street Services</p>	<p>Date Future Generations Evaluation 9th October 2015</p>



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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	This proposal will see a third sector voluntary group take overall responsibility for the maintenance of Linda Vista Gardens thereby focusing the best resources for the job.	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	MCC has had award winning success with the implementation of the Pollinator Policy and the planting of wild flowers around MCC. This is to be expanded thereby offering a saving on time, plants fertiliser and through reducing the number of cuts on the highway verges etc. The policy completely supports MCC's biodiversity policy.	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Green Fingers offer work experience for vulnerable adults and thereby contributes to wider health goals and people's well being	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	This will ensure that environments such as Linda Vista are maintained rather than closed down offering a valuable community and tourism resource for the Abergavenny area.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The Pollinator Policy's introduction was in light of growing evidence of the local, national and international threat to biodiversity. Any positive action locally will help with our aspirations to be globally responsible.	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People	The ongoing maintenance of open space is important to promote healthy living and give people the opportunity to outdoor space for sport and recreation.	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
are encouraged to do sport, art and recreation		
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The proposal to work closely with Green Fingers demonstrates the services' commitment to work with bodies to promote opportunities for people irrespective of background.	

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term for the future</p> <p>Balancing short term need with long term and planning</p>	<p>The intentions are to maintain the service of open space, visual planting and maintenance but at reduced cost. This will ensure long term SD and environmental goals are achieved and the communities still have a resource.</p>	
 <p>Collaboration objectives</p> <p>Working together with other partners to deliver</p>	<p>Working in partnership with Green Fingers to provide the maintenance at Linda Vista Gardens.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Green Fingers have been working with MCC for many years. Over 2015-16 we have worked closely with them to understand the implications and what is needed for full time management of Linda Vista. Staff have also been engaged to seek ideas to determine successful implementation of the mandate.</p>	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>MCC will still be on hand to advise and help Green Fingers.</p>	
 <p>Integration Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>This proposal demonstrates the services' commitment to continue with visual planting to help contribute towards a vibrant and beautiful Monmouthshire. This has wider goals of economic development, tourism etc. The proposals will expand our wild flower planting contributing to biodiversity policies and our work with Green Fingers demonstrates our commitment to work with other sectors to maintain vital community resources.</p>	

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Neutral		
Disability	Working with vulnerable adults with green fingers promotes their well being and provides experience for work		
Gender reassignment	Neutral		
Marriage or civil partnership	Neutral		
Race	neutral		
Religion or Belief	Neutral		
Sex			
Sexual Orientation	Neutral		
Welsh Language	<i>Un Neutral der the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc.</i>		

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

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

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

Success of wild flower / pollinator policy
 Success of working with Green Fingers over 2015-16 to build their capacity
 Monitoring of existing highway verge mowing contract and evidence from other Council's who have implemented similar policies.

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

Reduce service provision costs whilst ensuring visual amenity and biodiversity and sustainable goals are achieved.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Change visual display planting	Apr 16	Rachel Jowitt / Nigel Leaworthy	
Review existing contract specification and undertake procurement	Oct 15 – Mar 16	Rachel Jowitt / Nigel Leaworthy	
Transfer maintenance of Linda Vista to Green Fingers	Ongoing – final MCC staff withdrawal Apr 16	Rachel Jowitt / Nigel Leaworthy	

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

The impacts of this proposal will be evaluated on:	Quarterly budget reviews Complaints / compliment on planting
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<p>Name of the Officer Rachel Jowitt</p> <p>Phone no: 07824 406356 E-mail: racheljowitt@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal Mandate : B14 Reduces service provision costs whilst maintaining displays and amenities. It is proposed that sites will be planted with wild flowers thereby saving time and expenditure on plants etc, Linda Vista to be maintained by Green Fingers with support from the Council and for Chepstow Cemetery to be maintained by the overall Grounds team based in the South rather than having a dedicated sexton.</p>
<p>Name of Service Waste & Street Services</p>	<p>Date Future Generations Evaluation 15th September 2015</p>

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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>This proposal will see a third sector voluntary group take overall responsibility for the maintenance of Linda Vista Gardens thereby focusing the best resources for the job.</p>	
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support</p>	<p>MCC has had award winning success with the implementation of the Pollinator Policy and the planting of wild flowers around MCC. This is to be expanded thereby offering a saving on time,</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
resilience and can adapt to change (e.g. climate change)	plants fertiliser etc. The policy completely supports MCC's biodiversity policy.	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Green Fingers offer work experience for vulnerable adults and thereby contributes to wider health goals and people's well being	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	This will ensure that environments such as Linda Vista are maintained rather than closed down offering a valuable community and tourism resource for the Abergavenny area.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	neutral	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	The ongoing maintenance of open space is important to promote healthy living and give people the opportunity to outdoor space for sport and recreation.	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The proposal to work closely with Green Fingers demonstrates the services' commitment to work with bodies to promote opportunities for people irrespective of background.	

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
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Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term for the future</p> <p>Balancing short term need with long term and planning</p>	<p>The intentions are to maintain the service of open space, visual planting and maintenance but at reduced cost. This will ensure long term SD and environmental goals are achieved and the communities still have a resource.</p>	
 <p>Collaboration objectives</p> <p>Working together with other partners to deliver</p>	<p>Working in partnership with Green Fingers to provide the maintenance at Linda Vista Gardens.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Green Fingers have been working with MCC for many years. Over 2015-16 we have worked closely with them to understand the implications and what is needed for full time management of Linda Vista. Staff have also been engaged to seek ideas to determine successful implementation of the mandate.</p>	
 <p>Prevention occurring or getting worse</p> <p>Putting resources into preventing problems</p>	<p>MCC will still be on hand to advise and help Green Fingers.</p>	
 <p>Integration environment and trying to benefit all three</p> <p>Positively impacting on people, economy and</p>	<p>This proposal demonstrates the services' commitment to continue with visual planting to help contribute towards a vibrant and beautiful Monmouthshire. This has wider goals of economic development, tourism etc. The proposals will expand our wild flower planting contributing to biodiversity policies and our work with Green Fingers demonstrates our commitment to work with other sectors to maintain vital community resources.</p>	

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Neutral		
Disability	Working with vulnerable adults with green fingers promotes their well being and provides experience for work		
Gender reassignment	Neutral		
Marriage or civil partnership	Neutral		
Race	neutral		
Religion or Belief	Neutral		
Sex			
Sexual Orientation	Neutral		
Welsh Language	<i>Un Neutral der the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc.</i>		

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

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

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

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

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

Reduces service provision costs whilst maintaining displays and amenities. It is proposed that sites will be planted with wild flowers thereby saving time and expenditure on plants etc, Linda Vista to be maintained by Green Fingers with support from the Council and for Chepstow Cemetery to be maintained by the overall Grounds team based in the South rather than having a dedicated sexton.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Change visual display planting	Apr 16	Rachel Jowitt / Nigel Leaworthy	
Staff reconfiguration for management of maintenance of Cemetery	Apr 16	Rachel Jowitt / Nigel Leaworthy	
Transfer maintenance of Linda Vista to Green Fingers	Ongoing – final MCC staff withdrawal Apr 16	Rachel Jowitt / Nigel Leaworthy	

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

The impacts of this proposal will be evaluated on:	Quarterly budget reviews Complaints / compliment on planting
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Business Change Mandate (Including Budget Mandates) Proposal Number: B15
Title: Highways Maintenance Review

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

Mandate Completed by	<i>Roger Hoggins, Head of Operations</i>
Date	<i>25/08/15</i>

How much savings will it generate and over what period?
£200k recurring
Directorate & Service Area responsible
Chief Exec's – Operations department - county highways ops
Mandate lead(s)
Roger Hoggins, Ho S, Steve Lane – County Highways Manager, Gareth Sage SWTRA manager,

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

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

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

Reduces budget within the Highways section whilst seeking to protect basic service levels for essential safety services e.g. winter maintenance

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

Overall MTFP position requires net revenue budget reduction and the Continuance agreement accepts that highways expenditure will be reduced to protect the Council's priorities.

How will this proposal address this issue

Removes labour, transport and materials cost from the highways maintenance budget.

What will it look like when you have implemented the proposal

The County Highways Operations budget will reduce by 3 full time staff (£100k with O/T and employer's on costs etc.) leaving budget for 29 full time operatives (of which 2 are inspectors). 2 Staff will transfer to SWTRA funding and one post will be lost. A vehicle will be removed from the fleet and material usage (and budget) will reduce with the reduction in manpower leading to the inevitable reduction in works undertaken.

Expected positive impacts

The essential safety services of winter maintenance, snow clearing, emergency response will be maintained but staff may be required from the SWTRA, grounds maintenance and waste teams to supplement the county highways teams

Expected negative impacts

Reduction in capacity to respond to highway routine and emergency maintenance issues with gradual deterioration in county highway network (exacerbated by reduction in capital budget).

2. Savings proposed

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

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
County Highways Ops - manpower		£100k		100				100
Vehicle and plant provision and maintenance		£30k		30				30
County highways materials		£70k		70				70

3. Options

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

Options	Reason why Option was not progressed	Decision Maker
Further reduction in mgt and admin costs	This is being progressed through a different mandate	
Cuts to other services areas within Ops	Some of these are being taken as well plus some of the large spending budgets are on contract bases and prioritised by WG targets and grants (e.g. recycling, waste disposal) so less scope to achieve savings.	
Cuts to other service areas	Some service areas provide income generation that is included in the corporate budget. To reduce the teams undermines the capacity to generate income.	

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Roger Hoggins	Operations	28/08/15

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	27/08/15	Savings in traffic mgt to be included in a separate mandate
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

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

5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Fleet reduced and managers advised of reduction in materials budget and the loss of one post. 2 staff to be funded from SWTRA so necessary coding required.	Highways mgt team, accountant	Last qtr of 15/16

6. Additional resource/ business needs

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

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

7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
budget	Service budget reduction – monitor actuals	£200k							

8. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Deterioration in highway and our capacity to respond to ad hoc repairs will reflect badly upon this very high profile service	operational	Continued budget reduction in highways	medium	medium	medium	Improve our communication – internally to make better use of resources available (through the connected worker) and externally to keep enquirers, complainants etc. briefed on what is happening.	

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9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?
During the financial year and past	Finances by accountants and managers. Service performance from key indicators

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Future Generations Evaluation

(includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation: Roger Hoggins</p> <p>Phone no: 01633 644134 E-mail: rogerhoggins@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal:</p> <p>Mandate 15</p> <p>Highways maintenance review</p> <p>The proposal is to reduce the highways section budget whilst seeking to protect basic service levels for essential safety services.</p>
<p>Name of Service;</p> <p>County Highway Operations -</p>	<p>Date Future Generations Evaluation form completed: 23/09/2015</p>






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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>(-)Proposal reduces jobs and materials available for the maintenance of county roads.</p>	<p>Staff reduction will be managed through the council's employment protection policy thereby seeking to avoid any compulsory redundancies</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	neutral	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	At present actual impact on staff unknown	The protection of employment policy will support any staff who will be potentially affected by the changes.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	neutral	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	neutral	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Neutral	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Neutral	

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	<p>This reduction in funding supports the council's priorities of protecting education and those most vulnerable in the community.</p>	<p>The authority will continue to prioritize and routinely review its highway budget and projects to best match resources to planned maintenance and response maintenance. We will ensure that budget allocation remains in line with the councils priorities.</p>
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p>Continue to work with private sector companies to balance work and budget between contracts and in house work force (revenue and capital) whilst maintaining a core workforce sufficient to maintain winter maintenance and respond to emergencies.</p>	<p>We continue to workforce plan with the authority and our partners.</p>
 <p>Involvement Involving those with an interest and seeking their views</p>	<p>We continue to engage and consult the community on our service deliver proposals. Consultation plan has 3 elements: Community, Colleagues & Council Members. All feedback, views & comments forms part of the budget mandate process prior to any decision making.</p>	<p>During consultation we continue to shape and develop our plans following this consultation. We will continue to review our council consultation methodology.</p>
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>The reduction in funding and hence resources available to maintain the highway will eventually impact upon the highway infrastructure and the council's capacity to respond to highway repairs.</p>	<p>The authority will need to frequently review work programme and priorities to offer a responsive service whilst also investing in planned maintenance which , in the long term, offer better value for money</p>
 <p>Integration Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Neutral</p>	

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	none	A longer term outcome of reduced budget is a gradual deterioration in highway infrastructure which may place elderly or the young at greater risk of the injury on public highways that are in need of refurbishment/repair	More frequent review of priorities for repair and refurbishment to best direct resources to maintain the safety of the highway.
Disability		A longer term outcome of reduced budget is a gradual deterioration in highway infrastructure which may place the disabled at greater risk of the injury on public highways that are in need of refurbishment/repair	More frequent review of priorities for repair and refurbishment to best direct resources to maintain the safety of the highway.
Gender Reassignment	neutral		
Marriage or civil partnership	Neutral		
Race	Neutral		
Religion or Belief	Neutral		
Sex	Neutral		
Sexual Orientation	Neutral		
Welsh Language	Neutral		

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

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

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

Development of the Council's MTFP has highlighted the need to reduce revenue expenditure or increase income. Reduction in Highways operations reflects the Council's priorities and the Continuity agreement between the conservative party and liberal democrats.

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

Reflects council priorities so far but will require ongoing monitoring being a high profile service that generates large amounts of correspondence.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Once decision agreed is commence the implementation plan to deliver on mandate proposal.	Last Quarter 15/16	Roger Hoggins	Continue to evaluate and measure in line with usual performance indicators

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

The impacts of this proposal will be evaluated on:	Complaints,
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Business Change Mandate (Including Budget Mandates) Proposal Number: B16

Title: Flexible Employment Options

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

Mandate Completed by	Peter Davies, Head of Commercial and People Development
Date	16 th September 2015

How much savings will it generate and over what period?

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

Directorate & Service Area responsible

The People Services department in the Enterprise Directorate is taking lead responsibility for delivery of the mandate.

Mandate lead(s)

Sally Thomas, Interim HR Manager

Final mandate approved by Cabinet

Date:

1. Vision and Outcomes of the Mandate

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

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

To generate awareness with staff who are interesting in accessing the Authority's flexible benefits and employment packages, notably in the form of negotiating reduced hours, taking unpaid leave or purchasing additional annual leave.

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

The proposal is seen as an appropriate means by which to reduce the Authority's pay bill without affecting staff terms and conditions.

How will this proposal address this issue

Any staff wishing to reduce hours, take unpaid leave or purchase additional annual leave will, where departments are able to accommodate the resultant reduction in staff resources, result in a reduction in the Authority's pay bill.

What will it look like when you have implemented the proposal

An increased number of staff accessing flexible benefits and employment packages such as to allow the mandate savings to be achieved.

Expected positive impacts

For staff wishing to access the benefits available this can ensure provide flexible working arrangements for the staff concerned.

Expected negative impacts

There are potential service impacts that would need to be managed by departments who would encounter a reduction in staff resources as a result of flexible benefit packages being taken up by staff. Some departments would ultimately need to address the resultant shortage in resources with the consequential impact being that there was no net saving to the Authority. Care would also need to be taken to avoid double counting of savings where existing or proposed staff restructures are factoring in staff who have put themselves forward to work reduced hours.

2. Savings proposed

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

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
All non-school departments	Gross Pay, Employers NI and Employers Superannuation = £53m (14/15 actual)	£50k	To be confirmed	£50k	£50k	£50k	£50k	£50k recurrent savings

3. Options

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

Options	Reason why Option was not progressed	Decision Maker
Affecting employee terms and conditions to generate required savings	Commitment has been made to not affect employee terms and conditions	Senior Leadership Team

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Senior Leadership Team	Authority – all directorate	Various
Senior Management Team	Authority – all divisions	14 th Sept 2015 / 15 th Sept 2015
Interim HR Manager	People Services	Various

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

Will any further consultation be needed?		
Name	Organisation/ department	Date
Managers	Local Authority	Ongoing as part of budget consultation period
Trade unions	Via JAG and informal union meetings	Ongoing as part of budget consultation period
Staff groups	Local Authority	Ongoing as part of budget consultation period

5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Consult with managers and trade unions	Interim HR Manager	October 2015
Circulate guidance to managers regarding applications for flexible benefits and employment packages	Interim HR Manager	November 2015
Develop marketing material and publicise with staff	Interim HR Manager / Communications	November 2015
Develop robust reporting mechanisms to capture the savings required and to ensure that departmental budgets can be reduced accordingly	People Services System & Support Manager / Finance	November 2015

6. Additional resource/ business needs

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

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-
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		financial)
None	N/A	Development of marketing material to publicise flexible benefits and employment packages

7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Level of additional net savings achieved from staff accessing flexible benefit and employment packages (e.g. reduced hours, purchase of additional annual leave)					£50k	£50k	£50k	£50k
Staff	Number of employees accessing flexible benefit and employment packages					TBC	TBC	TBC	TBC

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8. Key Risks and Issues

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

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

		already available to employees.				Authority is actively encouraging staff to make applications	
Potential adverse impact on service delivery where services are unable to absorb a reduced staffing complement	Operational	Core staffing in some departments is essential to delivery frontline services.	Possible	Substantial	Medium	Acceptance that net savings will only be able to be realised in posts where the reduced staff resources in the relevant department can be accommodated without taking on additional staffing	Low

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That a targeted marketing campaign will result in staff taking up flexible benefit and employment packages	Whilst the benefits and employment packages in question are enshrined in existing policies staff are possibly not aware of the options that are available to them.	Peter Davies

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10. Monitoring the budget mandate

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

11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?
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On a quarterly basis following implementation from 1st April 2016 as part of ongoing performance monitoring

Karen Smith – People Services Systems and Support Manager

DRAFT

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<p>Name of the Officer completing the evaluation Peter Davies</p> <p>Phone no: (01443) 228478 E-mail: peterdavies@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Mandate B16 - proposal</p> <p>To generate awareness with staff who are interesting in accessing the Authority's flexible benefits and employment packages, notably in the form of negotiating reduced hours, taking unpaid leave or purchasing additional annual leave. Take-up would in turn lead to savings for the Authority whilst supporting staff to be able to have flexible working arrangements.</p>
<p>Name of Service</p> <p>People Services, Enterprise Directorate</p>	<p>Date Future Generations Evaluation form completed</p> <p>14th September 2015</p>






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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	N/A	N/A
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	N/A	N/A

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	The proposal concerns flexible working and employment practices that are on offer to staff. There is an expected positive impact on wellbeing for any staff making use of these policies.	These proposals will be actively marketed across staff and staff groups to ensure there is maximum awareness.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	N/A	N/A
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	N/A	N/A
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	N/A	N/A
A more equal Wales People can fulfil their potential no matter what their background or circumstances	N/A – no impact envisaged	N/A

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>N/A</p>	<p>N/A</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>N/A</p>	<p>N/A</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Senior Leadership Team, Members, Cabinet, Select Committees, People Services teams</p>	<p>Consultation will be undertaken as part of the ongoing engagement on developing budget proposals. People Services teams will be engaged at all stages of the development of the proposal and business case. Continuous feedback will be sought.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>N/A</p>	<p>N/A</p>
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>N/A</p>	<p>N/A</p>

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

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

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	N/A	Consideration will need to be given to the storage of sensitive data.	The Authority will ensure that the required levels of security, confidentiality, integrity and availability are considered with all its stored data to ensure that and risks are suitably managed.
Corporate Parenting	N/A	N/A	-

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

Flexible working application procedure
Hours and leave policy

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

The core benefit from this proposal is the positive impact that staff being able to access flexible working arrangements will have on staff wellbeing.

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

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

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:

The budget mandate is currently at outline stage. The evaluation form will continually be reviewed as part of the business case development.

The impact of the proposal will be evaluated post-implementation and on a regular basis as part of ongoing policy review.

Business Change Mandate (Including Budget Mandates) Proposal Number: B17
Title: Business Rates Evaluation.

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

Mandate Completed by	<i>Ruth Donovan – Assistant Head Of Finance: Revenues, Systems & Exchequer</i>
Date	<i>26th August 2015</i>

How much savings will it generate and over what period?

Anticipate one off savings of £140,000 will be generated in 2016/17.
With ongoing savings of £40,000 within Service Budgets from 2017/18.

Directorate & Service Area responsible

Chief Executives: Revenues Team

Mandate lead(s)

Joy Robson

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

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

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

The Authority pays Business Rates on many of the properties that it owns. We have a contract with Cooke & Arkwright to provide advice and to lodge appeals to the Valuation Office on our behalf. If these appeals are successful, the Authority receives a one off refund of backdated rates paid which is a windfall receipt.

Following receipt of any refund the Business Rates chargeable in the next financial year are reduced to reflect the amended Rateable Value. Thereby generating a saving to the Service Department.

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

Periodically Rateable Values across Wales are reviewed by the Valuation Office. The last revaluation took place in 2010 with the next expected in 2017. In the interim period Cooke & Arkwright work with this 'list'.

The 'list' was recently reviewed by Officers within the Revenues Team and representatives of Cooke & Arkwright. This identified that there were a number of appeals in the pipeline that could potentially result in a refund to the Authority.

How will this proposal address this issue

This is an ongoing piece of work, however refunds have not previously been budgeted due to the uncertainty surrounding the outcome of any appeal that is taken.

What will it look like when you have implemented the proposal

There will be a one year only budget for refunds for 2016/17. Any further estimation of successful rating appeals will have to wait until the new revaluation list is produced by the Valuation Office.

Expected positive impacts
Closer overseeing of Consultants work plan.
Expected negative impacts
Proposal largely follows existing work patterns, however if some of the appeals prove unsuccessful, this will now cause an over spend in the budget.

2. Savings proposed

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

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed £
				16/17	17/18	18/19	19/20	
				£	£	£	£	
Corporate – one off saving	0	140,000	0	140,000	0	0	0	140,000
All Directorates – on going saving	0	40,000	0	0	40,000	0	0	40,000

3. Options

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

Options	Reason why Option was not progressed	Decision Maker
A full review of Business Rates paid by the Authority has been undertaken. This information has been used	It is felt that there is sufficient confidence that the appeals will be successful so that a one off budget for 2016/17 can be created	Ruth Donovan

to identify previous trends and to assess the outcome of previous appeals One option would be to continue current practice and not budget for this windfall income		
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4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Cabinet member for resources Revenues Manager	Finance	July/ August

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	Various meetings as budget preparations progress	None
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

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

5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
To continue to lodge appeals with the Valuation Office and to monitor and report progress	Cooke & Arkwright	Continuous through 2015/16 and 2016/17
To review and monitor progress against the plan on a quarterly basis	AHOF Revenues/Revenues Manager/ Cooke & Arkwright	Continuous through 2015/16 and 2016/17
To monitor refunds received by the Authority on a monthly basis	AHOF Revenues	Continuous through 2015/16 and 2016/17

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6. Additional resource/ business needs

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

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
None required		

7. Measuring performance on the mandate

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

Focus-	Indicator	Actual	Actual	Actual	Actual	Target	Target	Target	Target
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Budget / Process / Staff / Customer		2016/17	2017/18	2018/19	2019/20	2016/17	2017/18	2018/19	2019/20
Budget	Value of NDR refunds received to the Corporate Budget					140,000	0	0	0
Budget	Reduction in budget for Business Rates (various departments)					0	40,000	0	0

8. Key Risks and Issues

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

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Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Time it takes the Valuation Office (VO) to review the appeals that are lodged	Operational	The VO's focus is currently on the 2017 Revaluation exercise. As a consequence, resources to handle appeals have been reduced by three quarters	Possible	Minor	Low risk	None available, it is only the VO who can make decisions in this area. We will continue to meet with Cooke and Arkwright to press for progress on the appeals that have been lodged	Low risk
Appeals are rejected by the VO	Operational	Not every appeal is successful and may be disputed	Possible	Minor	Low risk	Cooke & Arkwright are experienced in this field and are realistic in the recommendations that they make	Low risk
Increases in Rateable Values	Operational	Valuations can go up as well as down	Possible	Minor	Low risk	Cooke & Arkwright are experienced in this field. Analysis since 2010 indicate that this is a relatively rare occurrence	Low risk
Timing of	Operational	The timing of when	Possible	Minor	Low	None available, this is out of our hands.	Low risk

appeal decisions		decisions are made determines the financial year that the refund is received against			risk	However we will continue to meet with Cooke and Arkwright to press for progress on the appeals that have been lodged	
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9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Assume that the Authority will continue to receive refunds for any appeals that are lodged with the Valuation Office	A review of MCC Business Rates since the 2010 list was produced indicates that the Authority has received refunds in each financial year. The amounts vary year on year. However analysis of the list of appeals pending does indicate that the proposed saving can be achieved.	Ruth Donovan

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10. Monitoring the budget mandate

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

11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?
Quarterly throughout 2016/17	Ruth Donovan – Assistant Head of Finance: Revenues, Systems & Exchequer

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<p>Name of the Officer completing the evaluation Ruth Donovan</p> <p>Phone no: 01633 644592 E-mail: ruthdonovan@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Mandate B17</p> <p>Budget for refunds received, following appeals to the Valuation Office, for Business Rates paid by the Authority in respect to the properties that it owns.</p>
<p>Name of Service</p> <p>Revenues, Systems & Exchequer</p>	<p>Date Future Generations Evaluation form completed</p> <p>26th August 2015</p>

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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Positive – ensuring resources are used efficiently</p>	<p>n/a</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>n/a</p>	<p>n/a</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	n/a	n/a
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	n/a	n/a
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	n/a	n/a
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	n/a	n/a
A more equal Wales People can fulfil their potential no matter what their background or circumstances	n/a	n/a

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
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Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Adds to the financial resilience of the Authority</p>	<p>n/a</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>n/a</p>	<p>n/a</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>n/a</p>	<p>n/a</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>n/a</p>	<p>n/a</p>
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>n/a</p>	<p>n/a</p>

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

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

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

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

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

Page 207	<ul style="list-style-type: none"> • Review of Business Rates paid by the Authority since 2010 • Review of outcome of appeals to the Valuation Office since 2010 • Refunds received since 2010 • Schedule of appeals utilised by Cooke & Arkwright
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6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

None identified

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Regular monitoring of progress against plan	Quarterly	AHOF – Revenues, Systems & Exchequer	

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

The impacts of this proposal will be evaluated on:

A quarterly basis

Business Change Mandate (Including Budget Mandates) Proposal Number: B19
Title: PS&FM – Various Efficiency Saving Review

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

Mandate Completed by	<i>Rob O'Dwyer</i>
Date	<i>20/08/15</i>

How much savings will it generate and over what period?
£100K – 2016/17
Directorate & Service Area responsible
Operations/Property Services & Facilities Management
Mandate lead(s)
Rob O'Dwyer

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

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

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

This proposal is seeking to help reduce the MTFP deficit and provide an efficient and effective property and facility management service

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

Confirmation from the Head of Finance that the MTFP is in deficit.

How will this proposal address this issue

This proposal will reduce the authorities' expenditure on building maintenance, health and safety, facilities management, procurement and support services by £100,000.

What will it look like when you have implemented the proposal

- **The Corporate Building Maintenance Budget will be reduced by £20,000. This will reduce the funds available to spend on emergency and planned cyclical maintenance within the authorities public buildings**
- **The PS&FM budget will be supplemented by £15,000 of additional income from purchase rebates via the use of procurement cards.**
 - **Office Services £2,000**
 - **Catering £2,500**
 - **Cleaning £1,500**
 - **Maintenance £9,000**

- The PS&FM manpower budget will be reduced by £35,000. The Resources, Office Services and Facilities Management teams will be amalgamated into one unit responsible for reception services, administration, finance, and post and facilities management at Usk HQ.
- The number of vehicles and associated fuel and maintenance costs will be reduced by sharing transport resources between the catering and cleaning services. £10,000
- The supplies and services budget will be reduced by £20,000.

Expected positive impacts

- The benefit of a reduction in the Corporate Building Maintenance budget will be £20,000 less pressure on the MTFP.
- Benefits of Purchase Cards include: -
 - Reduces transaction time for MCC and suppliers
 - Meets WG targets for paying suppliers on time
 - Is in line with WG procurement policy requirements
 - There will be £15,000 less pressure on the MTFP
- Restructuring of the Office Services, Resources and FM teams will reduce the pressure on the MTFP by £35,000. The new team will be more flexible enabling fewer resources to be more economically deployed and cover a range of duties.
- Reduction in transport provision for the Catering and Cleaning services will deliver £10,000 less pressure on the MTFP.
- Reduction in supplies and services budget will reduce pressure on the MTFP by £20,000.

Expected negative impacts

- The authorities built assets will maintained to a minimum standard only in order to achieve statutory compliance and maintain safety for all users.

- Limited resources will be stretched further.

2. Savings proposed

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

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
PS&FM – CBM Reduction	826,000	20,000	Nil	20,000				20,000
PS&FM – P Cards	1,500,000	15,000 (1%)	Nil	15,000				15,000
PS&FM - Restructure	415,250 inc trainees	35,000	Nil	35,000				35,000
PS&FM – Transport Reduction	£45,406 cleaning £23,518 catering	10,000	Nil	10,000				10,000
PS&FM – Reduction in supplies and services	£125,989	20,000	Nil	20,000				20,000
							Total	100,000

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3. Options

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

Options	Reason why Option was not progressed	Decision Maker
Shut down specific building, mechanical or electrical installations in order to reduce	This would have a detrimental effect on the ability of accommodation to provide fit for purpose facilities for the delivery of effective services to the public.	Head of Property Services and Facilities Management

expenditure for statutory annual maintenance		
Maintain 3 separate service units (FM, Office Services, Resources)	Resource reduction required to deliver required budget saving would adversely affect all teams ability to deliver a fit for purpose service.	Head of Property Services and Facilities Management
Amalgamate transport provision throughout Catering, Cleaning and Property Services	Reduction in available transport for all services will reduce the availability of adequate transport for critical H&S and maintenance services.	Head of Property Services and Facilities Management
Reduce the supplies and services budget by £35,000 via withdrawal from Technical Index software	Alternative provision of Building Regulation documents in lieu of technical index would increase net budget requirement.	Head of Property Services and Facilities Management

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Roger Hoggins	Head of Operations	July 2015
Rob Nancarrow	Head of FM	August 2015
Deb Jackson	Transport Manager	August 2015
Stacey Jones	Accountant	August 2015
Phil Kenney	PS&FM Maintenance Manager	August 2015
Mark Jones	PS&FM Business Manager (responsible for Resources and Office Services)	August 2015
Bob Dennis	H&S Manager	August 2015
Agresso Board	Lisa Widenham	2014 to August 2015
Scott James	Procurement Manager	August 2015
Sue Day	Procurement Assistant	August 2015
Mike Long	Design Manager	August 2015
Maintenance Service Officers		September 2015

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

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	June/August 2105	None
Other Service Contributing to / impacted (Finance)	June/August 2015	None
Senior leadership team	August 2015	6 separate mandates combined in to Mandate 26A
Select Committee	Pending	
Public or other stakeholders	Pending	
Cabinet (sign off to proceed)	Pending	

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

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5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Consult Employee Services regarding restructure proposals (Process to be undertaken using new MCC Restructure Protocol)	Rob O'Dwyer	Sept 2015
Consult Unions regarding restructure proposals	Rob O'Dwyer	Sept 2016
Draft new structure for Office Services	Rob O'Dwyer	Sept 2016
Consult all PS&FM staff on initial mandate requirements	Rob O'Dwyer/Mark Jones/Rob Nancarrow	Sept 2015
Consult Members (Member engagement drop in sessions)	Rob O'Dwyer	22 nd and 24 th of Sept 2015
Consult staff and unions on restructure proposals	Rob O'Dwyer/Mark Jones/Rob Nancarrow	October 2016

Consult Strong Communities Select committee	Rob O'Dwyer	22 nd of Oct 2015
Draft new JD's for office Services	Mark Jones/Rob Nancarrow	Oct 2015
Agresso Board Approval for introduction of P Cards in PS&FM	Scott James/Sue Day	Oct 2015
Dialogue with Suppliers for introduction of P Cards	Scott James/Sue Day	Nov 2015
Obtain Cabinet approval for all mandates	Rob O'Dwyer	Dec 2015
Budget reduction following cabinet approval	Stacey Jones	TBA
Briefing from Maintenance Manager and Head of PS&FM to Building Surveyor, Clerks of Works and Help Desk re Corporate Building Maintenance budget reduction	Phil Kenney/Rob O'Dwyer	Jan 2016
Briefing from Facilities Manager to catering and cleaning operational staff regarding transport cost reduction	Phil Kenney/Rob O'Dwyer	Jan 2016
Notification to all building managers of budget reduction and the intention to continue with essential works only	Phil Kenney	Jan 2016
Commence refurbishment of J Block in Usk as part of the accommodation review Phase 2	Mike Long	Jan 2016
Place affected staff at risk from the restructure of Office Services, Resources and Facilities Management	Rob O'Dwyer	Jan 2016
Appoint staff to new roles within Office Services	Mark Jones/Rob Nancarrow	Jan 2016
Lodge new purchase cards	Scott James/Sue Day	Jan 2016
Implement revenue budget reduction	Stacey Jones	TBA
Monitoring of impact on built assets by COW and Building Surveyors	COW and Building Surveyors	April 2016 onwards
Move staff and FM support teams to Usk	Mike Long/Morley Simms	April 2016
Monitoring of impact on service by Head of PS&FM and Business Manager	Rob O'Dwyer/Mark Jones	April 2016 onwards
Monitoring of impact on built assets by COW and Building Surveyors	COW and Building Surveyors	April 2016 onwards
Monitoring of impact on budget to ensure saving is being delivered	Stacey Jones/Rob O'Dwyer/Dave Loder	Monthly and quarterly commencing May 2016

6. Additional resource/ business needs

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

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

Capital investment in refurbishment of J Block at Usk and other office accommodation requirements	Separately identified in Capital Working Group as a financial pressure and mentioned specifically in Mandate No 26	Nil

7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Expenditure against budget								
Client	Client satisfaction survey/Post Occupation Survey								
Service provider	COW/Building Surveyor condition appraisal								

8. Key Risks and Issues

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

Barrier or Risk	Strategic/		Risk Assessment	Mitigating Actions	
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	Operational	Reason why identified (evidence)	Likelihood	Impact	Overall Level		Post mitigation risk level
FM and Office Services are unable to vacate Innovation House by 1 st April 2016	Operational	Potential for slippage on refurbishment of Usk	1	5	5	Commence refurbishment with adequate budget and time to complete by the 1 st of March	0
Possibility of Innovation House being let as serviced accommodation with FM and reception support provided by PS&FM	Operational	Unlikely to sell or let Innovation House to a sole company and therefore likely to have multiple occupants requiring some FM support	2	4	8	Ensure that any requirements of the letting agreement at Innovation House are factored into the overall staffing requirement for PS&FM	2
Remaining planned maintenance programme struggles to deliver fit for purpose establishments	Operational	Backlog maintenance programme currently stands at £25M	5	3	15	Ensure that highest priority works remain in programme	10
Additional income generation via services being offered to additional clients may require	Operational	Additional potential income streams have been identified and business plans are being prepared	2	4	8	Take advantage of free training via professional bodies and collaborative arrangements	4

investment in training and ICT							
Adverse weather conditions	Operational	Previous weather conditions have impacted on the amount of maintenance work required and put the CBM budget under pressure	3	5	15	Ensure that sufficient capital planned maintenance is carried out at the authorities properties in order to minimise the impact at key sites	12 (Risk is only reduced at key sites that have received sufficient planned maintenance)
Lack of availability of vehicles during periods of high demand and emergencies	Operational	Previous incidents have required the use of vehicles when not planned	2	4	8	Put arrangements in place to use PS&FM pool cars as a contingency arrangement	4

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Innovation House will close by the 31 st of March 2016 and all PS&FM staff will be based at Usk HQ	The proposed restructuring of FM and Office Services relies on a reduced level of resource looking after Usk only without the need for reception, post and FM support for Innovation House.	Head of Property Services and Facilities Management
Suitable staff are available within the PS&FM Department to carry out fire risk assessments	Initial consultation with staff has identified officers with interest to take on new duties.	Head of Property Services and Facilities Management
Rebate % will be maintained at 1% for Purchase Cards	Rates offered by Barclaycard could change but for the period of the contract as tendered by Welsh Government it will remain at 1%.	Head of Property Services & Facilities Management and Procurement Manager

Weather conditions will be manageable within the corporate building maintenance budget limitations	Assumption is being made that weather conditions will be similar to those experienced in 13/14 and 14/15.	Head of PS&FM and Maintenance Manager
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10. Monitoring the budget mandate

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

11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?
Quarterly evaluation commencing July 2016	Head of Property Services and Business Manager as part of quarterly Business Plan review.
Monthly evaluation commencing May 2016	PS&FM Service Managers and group accountant as part of the budget monitoring process.

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Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer – Rob O’Dwyer</p> <p>Phone no: 07786114512 E-mail: robertodwyer@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>This proposal is seeking to help reduce the MTFP deficit by introducing a range of efficiencies to the Property and Facility Management service.</p> <p>Mandate B19</p>
<p>Name of Service</p> <p>Property Services & Facilities Management</p>	<p>Date Future Generations Evaluation form completed</p> <p>05/09/2015</p>





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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Positive – This proposal will help balance the authority’s Medium Term Financial Plan and ensure resources are allocated effectively to ensure optimum value for money and improvement against the authority’s aims and objectives outlined in the Single Integrated Plan and Improvement Plan</p>	
<p>A resilient Wales</p>	<p>Negative – Proposal will reduce the level of</p>	<p>Ensure reduced revenue programme is prioritised</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	revenue investment and potentially reduce life cycle benefits to the authority's built assets	appropriately to reduce impact on long term environmental performance in order to meet requirement set out by the (Building Research Establishment (BRE), WG and MCC
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Positive – Proposal maintains investment in high priority Health & Safety works in order to maintain the health and wellbeing of staff and visitors using the authority's assets	This will be monitored by the H&S working group.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Positive – Proposal will work with communities to ensure priorities are maintained and services are delivered to provide optimum value.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Positive – The proposal is committed to delivering works and services in a way that reduces the impact on the environment and minimizes energy usage and carbon emissions.	The proposal will also look to provide training and recruitment opportunities for local people.
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Positive – This proposal will continue to prioritise full access to leisure facilities across the county via a programme of access improvements to leisure centres.	
A more equal Wales People can fulfil their potential no matter what their background or circumstances		

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Budget reductions instigated by this proposal will be targeted at areas with the least impact on life cycle running costs. This will help to ensure the future revenue budgets are not put under unsustainable pressure and ensure that buildings provide fit for purpose accommodation to meet the needs of the public</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>This proposal will be delivered via the use of private and public partnerships with contractors and other public bodies to ensure resources are used effectively and with optimum efficiency.</p>	<p>Partnerships have been established with Torfaen CBC, Blaenau Gwent CBC and Caerphilly CBC together with Contractor partnerships</p>
<p>Page 223</p>  <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>This proposal has involved consultation with: -</p> <p>Head of Operations, Head of FM, Transport Manager, Accountant, PS&FM Maintenance Manager, PS&FM Business Manager (responsible for Resources and Office Services), H&S Manager, Lisa Widenham, MCC Procurement Manager, Procurement Assistant, Design Manager, Mandate Coordinator</p> <p>Further consultation will be undertaken with Elected Members and Senior Officers and all effected staff.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Resources in preventative maintenance will be reduced as part of this proposal, however key areas of the authority covering education, social services, and maintaining access to public services will be prioritized.</p>	<p>Processes and procedures used to deliver preventative and cyclical maintenance in the authority are being improved in order to ensure that the impact of budget reduction is minimized</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p data-bbox="143 344 286 376">Integration</p> <p data-bbox="315 209 501 400">Positively impacting on people, economy and environment</p> <p data-bbox="107 408 488 440">and trying to benefit all three</p>		

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Neutral		
Disability	Proposal will prioritise investment in disability access improvement to ensure MCC residents and visitors have greater access to MCC accommodation		
Gender reassignment	Neutral		
Marriage or civil partnership	Neutral		
Race	Neutral		
Religion or Belief	Neutral		
Sex	Neutral		
Sexual Orientation	Neutral		
Welsh Language	This proposal will reduce maintenance expenditure and prioritise statutory compliance including compliance with Welsh language measures of 2011 over discretionary improvement works.		

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	This proposal will reduce expenditure on reactive and responsive maintenance at the authority's establishments. However the budgets will be prioritized to ensure that work programmes are maintained for key areas of supporting vulnerable people and education of children. This will ensure that safety, wellbeing and access is maintained and improved for these key priorities		
Corporate Parenting			

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

The following documents have been considered in the development of this proposal: -

- Maintenance Business Plan 2015/16
- Catering and Cleaning Business Plan 2015/16
- Corporate Procurement Business Plan 2015/16
- MCC Single Integrated Plan
- MCC Improvement Plan
- MCC Asset Management Plan
- Welsh Purchasing Consortium Framework Programme
- School H&S Risk Assessments

The following Key Performance Information has been considered in the development of this proposal: -

- National Data Unit Wales – Asset Management KPI's
- MCC Customer Satisfaction Questionnaire responses

On going Consultation

- We will continue to consult in line with our mandate consultation plan and this consultation will continue to shape this proposal.

The following budget information has been considered in the development of this proposal: -

- MCC Medium Term Financial Plan
- Capital Budget Monitoring 2015/16
- Revenue Budget Monitoring 2015/16

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

The main positive impact of this proposal is the contribution to balancing the authority's Medium Term Financial Plan and ensuring that Property Services and Facility Management resources are allocated effectively to deliver the aims and objectives outlined in the Single Integrated Plan and Improvement Plan.

The main negative impact of this proposal is a reduction in funds available to spend on preventative and reactive maintenance requirements within the authority's built assets. This could lead to a premature need for major capital investment.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Further consultation with stakeholders, clients and front line officers to discuss measure to mitigate the impact of budget reductions on services being received by the public.	Sept 2015 – April 2016	Rob O'Dwyer	

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

The impacts of this proposal will be evaluated on:	a quarterly basis within the 2016/17 PS &FM Business Plan
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Business Change Mandate (Including Budget Mandates) Proposal Number: B21

Title: Local Fund – Town and Community Councils

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

Mandate Completed by	Kellie Beirne
Date	14.09.15

How much savings will it generate and over what period?
The contribution level target over the 12 month period is £500k
Directorate & Service Area responsible
This is a whole-authority mandate but specifically relates the Council's priority around 'maintaining locally accessible services'. Since the majority of these mainly discretionary services relate to Enterprise and Operations, this mandate will be jointly led by Kellie Beirne and Roger Hoggins.
Mandate lead(s)
Kellie Beirne & Roger Hoggins

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

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

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

The problem is that at a time when funding for discretionary local services, is at its lowest, demand and public reliance for services is at its highest. Local services are valued tremendously in a rural county, where over 50% of residents live in population groups of less than 1,500 and meaning that social isolation and access to service deprivation is acutely felt. The Council has recently added to its three priorities around education, vulnerable people and enterprise with a focus on sustaining locally accessible services. This places a great weight of emphasis on new ways of working, Council-community collaboration and identifying more locally-focussed ways to help sustainably fund the gaps in provision so as to continue adding value to our towns, villages and settlements. The proposal also seeks to address more forcibly and visibly, the sentiment that decisions regarding local services and functions are best made and provided at the local level, in line with 'whole place' principles. This proposal thus helps to further the Council's objectives around devolution of greater freedoms and powers to local communities – in order they are able to act in accordance with 'what matters' to their localities.

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

The evidence base from the MTFP over the last few years demonstrates the high level of efficiency savings and income generation made in areas such as leisure, cultural services, libraries and One Stop Shops ('Hubs'), Tourist Information Centres and Street Scene services, public conveniences and landscaping/ green spaces management. It is becoming difficult to envisage how much leaner these services can be, and in their current formats, how much more income they could sustainably generate. Given the level of targeted reductions in these areas in future years – 'business as usual' is threatened and the current way of working is no longer sustainable. Continued reductions on the same basis will mean that many of these services will be wiped out unless new contributions and resource opportunities are identified.

In relation to devolution of power, the sentiments outlined in this proposal resonate with the Localism Bill and the principles of greater devolution of power to local communities in order that they play a greater role in shaping their own futures. This is a central principle to the whole place agenda the Council has been running for in excess of two years and the conversations, plans, frameworks and actions that have sought to build local understandings and capacity in preparedness for greater local involvement and empowerment.

How will this proposal address this issue
<p>The proposal seeks to develop a ‘Local Fund’ across the county into which Town and Community Councils can make a contribution to sustaining the services they feel are most important to the wellbeing of their towns. The options include working with Town and Community Councils to inform precept setting in order to engage communities about the services that matter most to them and targeting local rate increases as a means of helping the Council sustain them and; considering how current precepts are invested now and how that might be adjusted in the future to take into account the need to contribute to sustaining certain core local services. This does not seek to shift the responsibility of local service provision wholly to town and community councils – but instead relies upon more of a partnership and collaborative approach to maintaining important local services.</p>
What will it look like when you have implemented the proposal
<p>Fully implemented, a Local Fund will be established that will see participant Town Councils and potentially, Community Councils, invest x amount of money in supporting the Council to maintain the local services each area feels to be of greatest importance. The amount contributed by each local Council will vary according the local priorities. In cases where contributions cannot be agreed – the impact will be that key local services will have to cut their cloth accordingly which could mean curtailing opening hours, reduction in service provision levels and in some cases withdrawals of services altogether.</p>
Expected positive impacts
<ul style="list-style-type: none"> • Greater meaningful engagement across the County and Town and Community councils • Reinvigoration of the Charter with Town and Community Councils with specific local area agreements that set out the nature and scale of relationships between the Council and community • Increased local delivery and accountability • Sustaining locally accessible services • Developing service model that are more self-reliant and resilient and reflective of local needs as opposed to ‘one size fits all’ priorities • Greater local understanding of the budget pressures facing the Council and harnessing a sense of shared responsibility in terms of how the challenges are managed at the local level • Reinforcement of ‘one size does not fit all’ • Could advance strategic ‘cluster’ conversations – eg. Bryn-y-cwm, Lower Wye, Severnside and Central Mon discussions as opposed to town-centric or individual community council dialogue
Expected negative impacts
<ul style="list-style-type: none"> • Perception of double whammy at community level

- Potential for inconsistent levels of engagement and arguments for proportionate town splits as opposed to investing in what matters locally – even if that means varying levels of investment/ contributions across towns and communities
- Inability to make progress because of differing views about roles and purpose of town and community councils
- Potential reduction or loss of certain services if local support cannot be secured

2. Savings proposed

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

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Enterprise	c£4m on discretionary local services	250k across the county		250k				250k
Operations	c£10m on discretionary local services	250k across county		250k				250k

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3. Options

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

Options	Reason why Option was not progressed	Decision Maker
Cut and shut services	Council commitment to sustaining local services means other options and collaborations must be explored	Cabinet

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name Town & Community Councils/ Programme Boards	Organisation/ department: Enterprise/ Operations	Date: over period of last 12 months

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

Will any further consultation be needed?		
Name	Organisation/ department	Date
Community occupiers & groups	Town and Community Councils and Programmes Boards	Ongoing over next 3-5 months

5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Continued engagement with Town and Community Councils	Kellie Beirne/ Roger Hoggins	September 15 – January 16
Identification of priority core services to which contributions can be directed	Kellie Beirne/Roger Hoggins	As above
Develop procedure around the role of Community Infrastructure Levy (CiL) in supporting Town and Community Councils to contribute to local services	Kellie Beirne/ Roger Hoggins	As above
If agreements cannot be reached identification of the services that will have to be cut/ shut/ curtailed as a result	Kellie Beirne/ Roger Hoggins	As above
Establishing principles and operation of the Local Fund – with Finance support and input	Kellie Beirne/ Roger Hoggins	January-February 2016
Development of Local Area Agreements that govern use of the fund and re-set local relationships and dialogue between Council and Town and Community Councils	Kellie Beirne/ Roger Hoggins	February-March 2016
Ensure all changes and new arrangements tie in with revised area governance arrangements	Kellie Beirne/ Roger Hoggins	November 2015

6. Additional resource/ business needs

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

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
No additional investment required to progress the work described above at this stage		

7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Level of contribution secured towards running costs of services identified and prioritised by Town and Community Councils	500,000							

8. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Town and Community Councils do not wish to engage and decide to not support the proposal	Strategic and operational	Conversations have been ongoing and there is a different view in the different areas on this matter. Some Town and Community Councils contribute already to some service – either through contributions to running costs or to running services directly.	High	High	High	Work closely with Town and Community Councils on demonstrating the actual costs of services; understanding the impacts if contributions cannot be made and sustained and identifying the actual loss of service that may result. Work will also include any financial support and help around business plans and community engagement.	High
Contributions will not be secured and	Strategic and operational	As above	High	High	High	Ascertain any outstanding repairs & maintenance and undertake prior to transfer – not improvements	Med

local services will accordingly be reduced, cut or closed							
We fall short on our aim to sustaining locally accessible services	Strategic	As above.	High	High	High	The Council's fourth priority is to create the conditions in which local services can be sustained. This does not mean the job of the Council is to provide them – it means it is the job of the Council to explore all relevant options, partnerships and mechanisms through which to sustain them.	High

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
If contributions cannot be sought and secured – service levels will be cut/ reduced/ curtailed	Because the funds do not exist to continue to support local services, to the same levels as currently afforded	Town and Community Councils

10. Monitoring the budget mandate

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

11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?
May 2016, Sept 2016, Dec 2016 and February 2017	Kellie Beirne and Roger Hoggins with Town and Community Councils via the Local Area Agreement

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Business Change Mandate (Including Budget Mandates) Proposal Number: B22

Title: Collaboration and realigning structures in Operations.

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

Mandate Completed by	<i>Roger Hoggins</i>
Date	<i>20/09/2015</i>

How much savings will it generate and over what period?

Estimated £30k from collaboration in 16/17 and £70k from realignment of duties to reduce professional/technical salary budget within Highways section.

Directorate & Service Area responsible

Operations, Highways, Transport

Mandate lead(s)

HoS – R Hoggins, – Lead Officer –Highways –Transport –Richard Cope

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

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

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

This proposal seeks to introduce joint working/collaboration between Newport CC and Monmouthshire CC for the provision of Passenger Transport. In 15/16 MCC will provide Interim Management resources to NCC for the management of the NCC PTU but the longer term goal in 16/17 is to combine the two PTU's and thereby reduce management and administrative costs to both parties with a single establishment providing services for both authorities.

Along the same theme of reducing overheads (staffing costs) without the withdrawal of service, the reduction in capital available for highways projects will result in a reduction in the Highways projects team and a revamp of reporting lines to combine projects and infrastructure with traffic management and development teams.

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

The MTFP shows massive strain upon the revenue budgets for at least 3 years which is being addressed by expenditure cuts or income. Collaboration has been highlighted as one method to deliver cost efficiencies between authorities and the reduction in the need to rationalise under reducing budgets is an obvious outcome of budget being reprioritised with subsequent reductions in some service areas.

How will this proposal address this issue

The collaboration between NCC and MCC is seen as a pathfinder for greater collaboration across Gwent. The interim management is through circumstances as NCC sees several of its senior managers leaving at the same time but chief officers/heads of service believe it also offers an ideal opportunity to develop a long term combined unit which could then form the cornerstone of a Gwent based unit in the longer term. The internal combining of functions to reduce staff costs has been discussed informally amongst staff and the framework consultancy (Parsons Brinkerhoff) provides flexible resource to manage workloads in the future.

What will it look like when you have implemented the proposal

A Joint PTU reporting to both authorities and offering economies of scale and synergy to draw out any further cost savings/efficiencies that might be available through operational improvements/sharing routes etc. (as happens now to some extent). The internal collaboration will see two highways units combined into one with a reduced overall staffing compliment, but underwritten by consultancy support.

Expected positive impacts
No loss in service quality
Expected negative impacts
None directly from this proposal albeit the reduction in capital budget will impact upon highway infrastructure in the long term.

2. Savings proposed

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

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
PTU collaboration		£30k	Optimising routes between authorities	30k				30k
Combining Highway teams and withdrawal of professional/technical posts		£70k	Better use of staff resources but supplemented by consultancy support	70K				70k

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3. Options

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

Options	Reason why Option was not progressed	Decision Maker
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Develop a wider Gwent based collaborative arrangement	MCC and NCC are already in discussions about collaboration and an Interim management arrangement will likely be in place during 15/16. This is an ideal stepping stone to full joint provision and does not preclude a Gwent wide arrangement being developed in the future	Head of service (NCC and MCC)

4. Consultation

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Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Operations mgt team. NCC officer colleagues		September '15

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders	Sept '15	Letter to NCC detailing the Interim agreement and laying T of R for a Joint arrangement assessment.
Cabinet (sign off to proceed)		

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

5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Agree Interim Management proposals, Assess joint PTU feasibility and benefits Develop heads of terms for a joint arrangement and seek political support Implement	Heads of service and CO's - NCC and MCC	October March '16
Combine highways teams and manage staffing implications	Head of service	February '16

6. Additional resource/ business needs

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

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
		HR, accountancy and legal teams – NCC and MCC

7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
budget	Reduced overheads	30k							
Customer	Seamless transition with no service impact								
Staff	Reduction in establishment in PTU's and Highways projects	70k							
process	Potential increase ins consultancy support costs	Capital and scheme sensitive							

8. Key Risks and Issues

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

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Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
PTU provides high profile front line services and inherent with change is risk	operational	Combining a single service across two authorities requires joint decision making and bureaucracy.	medium	high	high	Clear reporting lines and understanding of roles, reporting lines. Simple dispute and reporting processes to correct problems quickly	low
Reduced internal staff places greater stress upon those remaining	operational	Reducing budgets does not reduce 'demand' within highways and staff will have to manage more complaints and enquiries from members and staff	high	medium	medium	Better processes to manage enquiries and responses to enquiries. Clear messages to members of priorities in new financial climate.	medium

9. Assumptions

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

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

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10. Monitoring the budget mandate

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

11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?

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Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)






<p>Name of the Officer completing the evaluation:</p> <p>Roger Hoggins</p> <p>Phone no: 01633 644133 E-mail: rogerhoggins@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal:</p> <p>Mandate B22</p> <p>Collaboration between public bodies to share resources thereby improve efficiency, value for money etc.</p> <p>Restructuring of staff and services within the authority to reduce resources whilst retaining service provision.</p>
<p>Name of Service:</p> <p>Passenger Transport, highways/traffic, other services as they develop options</p>	<p>Date Future Generations Evaluation form completed:</p> <p>22/09/2015</p>

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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Better use of available staff resource to protect services</p>	<p>Restructuring is managed through the authorities employment protection policy</p>
<p>A resilient Wales</p>	<p>n/a</p>	

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

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Seeks to protect services into the future by reducing overheads</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Local authorities joining together to make best use of the resources available to them.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>		
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>		
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>		

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

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

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

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

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

The potential benefits from inter authority/public body collaboration has been promoted as a method by which costs may be reduced without jeopardising service provision to stakeholders. This mandate commences this initiative and will act as a catalyst across more authorities and services in coming years.

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

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

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Development of a joint PTU with NCC and wider conversations with other LA's	April next year, although an interim management arrangement will be in place from October	Roger Hoggins, Richard Cope	
Review of staffing structures to reprioritize workloads and match staff resource to budget	Report to Cabinet by December 2015	Roger Hoggins	

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

The impacts of this proposal will be evaluated on:	Quarterly for collaboration, ongoing
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Business Change Mandate (Including Budget Mandates) Proposal Number: B23
Title: Increase in the income generated through discretionary fees and charges by 10%

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

Mandate Completed by	<i>Joy Robson</i>
Date	<i>22/9/15</i>

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

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

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

What is the issue that the proposal is seeking to address?
The issue is the need to manage with less resources without cutting services
What evidence have you got that this needs to be addressed?
During public consultation meetings in previous budget consultations, members of the public expressed a preference for charges to increase rather than cutting services due to the reduction in resources available to the Council.
How will this proposal address this issue
This proposal looks at all discretionary fees and charges and calculates a target 10% increase in those sources of income, either by increasing charges and/or increasing customers to meet the targets
What will it look like when you have implemented the proposal
Income targets will be met and the need cut to frontline services will have been reduced
Expected positive impacts
Income targets met and frontline services maintained
Expected negative impacts
If prices are increased this could impact on the number of people using the services.

2. Savings proposed

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

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Various services (see Schedule)	£9.849 million	£498,000	Need to consider extending direct debit as means of collecting income wherever possible	£489k				£498,000

3. Options

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

Options	Reason why Option was not progressed	Decision Maker
Income generation strategy outlines many further options to be considered.	There are potentially significant lead in times for generating completely new sources of income, so the options in the Income Generation Strategy will be considered for future years of the MTFP	

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
SLT/managers	All	September 2015

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

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

5. Actions to deliver the mandate

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

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

6. Additional resource/ business needs

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

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Marketing capacity	Central communications team	

7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Customers	Increase in number of fee paying customers								
Total income target	Budget set with 10% increase								

8. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Risk that customers reduce if prices increase	operational	Customer behaviour				Need to consider sensitivity of demand to price changes, and consider if more customers can be encouraged to use the service to meet the income target	

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9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
There is no impediment to increasing charges	These are discretionary fees, any areas where there are limitations or other activity has already been proposed, these areas have been taken out of the targets	

10. Monitoring the budget mandate

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

11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?

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Discretionary Fees and Charges

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

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



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation:</p> <p>Joy Robson</p> <p>Phone no: 01633 644133 E-mail: rogerhoggins@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal:</p> <p>Mandate B23 – Discretionary Fees and Charges Review</p> <p>The proposal is to increase the income targets from discretionary fees and charges by 10%</p>
<p>Name of Service:</p> <p>Various services as per schedule</p>	<p>Date Future Generations Evaluation form completed:</p> <p>22/09/2015</p>






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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Better use of ability to charge for services to reduce the need to cut front line services</p>	<p>Consideration may need to be given to reviewing concession levels</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>n/a</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	n/a	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	n/a	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	n/a	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	n/a	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	n/a	

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Seeks to protect services into the future by increasing income rather than reducing front line services</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>		<p>During the relevant stage we will continue to work with our services to support them manage their resources more effectively and encourage them to look for opportunities to income generate.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>We will involve all of those services affected by this proposal to fully understand the impact upon their services and this will be reflected in this assessment following that stage of engagement.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>		
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>		

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

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

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

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

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

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

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

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

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

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

The impacts of this proposal will be evaluated on:	Quarterly
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