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NP15 1GA

Monday, 26 October 2015

Notice of meeting / Hysbysiad o gyfarfod:

Economy and Development Select Committee

**Wednesday, 4th November, 2015 at 10.00 am,
Council Chamber, County Hall, The Rhadyr, Usk, NP15 1GA**

****Please note there will be a pre-meeting
for Committee Members only at 9.30am ****

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 Economy and Development Select Committee	1 - 180
4.	To confirm the date and time of the next meeting Economy and Development Select Committee Thursday 26 th November at 10.00am	

Paul Matthews

Chief Executive / Prif Weithredwr

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:

S. Jones
S. White
D. Dovey
D. Edwards
D. Evans
B. Hayward
J. Prosser
A. Watts
A. Wintle

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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

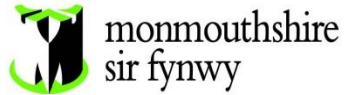
- Busnes a menter
- Pobl â mynediad i ddysgu ymarferol a hyblyg
- Pobl yn diogelu ac yn cyfoethogi'r amgylchedd

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:	Economy and Development Select committee
DATE:	4th November 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 / Single Integrated Plan	Link to Whole Authority Risk assessment
Schools budgets have been protected at 2015/16 levels,	Direct Spending in schools is maintained People are Capable, confident and Involved Our County Thrives	Budget proposals are mindful of the risk around children not achieving their full potential
Social care budgets will see additional resources going into the budget for Children's social services	Services to protect vulnerable people Nobody is left behind	These proposals seeks to address the risks around more people becoming vulnerable and in need and the needs of children with additional learning needs not being met
The service transformation projects in Adults social care and Children's services for special needs, aims to ensure that the needs of the vulnerable are still being met albeit in a different way	Services to protect vulnerable people Nobody is left behind	
Work has started on reshaping the leisure, tourism, culture, outdoor education and Youth service offer with a view to establishing an alternative service delivery model.	Activities that support the creation of jobs and wealth in the local economy and maintain locally accessible services	
The drive for service efficiencies savings has continued across all service areas in order to avoid more stringent cuts to frontline services for example looking at how we rationalise and use our properties in the light of the Asset Management Plan, ICT in the light of iCounty strategy and vehicles more efficiently	Further reviews of management and support structures and consolidation of office accommodation, contributes to the aims of creating a sustainable and resilient communities.	Addresses risks around the ability to sustain our priorities within the current financial climate
The need to think differently what income can be generated has been a clear imperative in working up the proposals. Clear	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	

examples are the income opportunities in and Highways, Planning and other discretionary charges	contributes to the aims of creating a sustainable and 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:

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Head of Finance

10. CONTACT DETAILS:

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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 v

revised pressures based on living wage rather than min v

Fund by reserves in 2016/17

Treasury policy being worked on

vage
vage

2016/17 Budget Mandate Ideas

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

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

Business Change Mandate (Including Budget Mandates) Proposal Number: **B1**
 Title: **Assess the feasibility to establish a Not for Profit Service Delivery Model**

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

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

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

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

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

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

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

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

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

How will this proposal address this issue

This proposal seeks to undertake a service realignment and rationalisation exercise with the Tourism, Leisure, Culture, Outdoor Education and Youth Service with a view to establishing an alternative service delivery model in the form of a wholly owned Not for Profit Trust Model. Operating as a start up entity the features of the Model are as follows:

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

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

In addition a trading company will be established to monetise and commercialise the Trust model enabling the opportunity to maximise profit potential in areas such as catering, retail, venue hire and events management – potential income/profit that the Council is currently losing to private sector operators. The trading arm would operate under a separate staffing arrangement to ensure that services can be delivered at private sector labour market rates and condition to maximise profit potential.

What will it look like when you have implemented the proposal

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

Expected positive impacts

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

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

Expected negative impacts

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

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

2. Savings proposed

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

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Tourism, Leisure, Culture and Youth Services	£318,026.66	£254,000						£254,000 NNDR 80%
Tourism, Leisure, Culture and Youth Services		£100,000						Income generation, service realignment and rationalisation

3. Options

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

Options	Reason why Option was not progressed	Decision Maker
Status Quo	<ul style="list-style-type: none"> • Net cost of the cultural 'service' alone in 2014/15 was £1.08m. 2015/16 budget is £770k therefore the service is currently running at a deficit. • The museums service is hugely overstretched and unsustainable 	Cabinet

	<ul style="list-style-type: none"> • The whole service area is operating independently of each other so opportunities for cost efficiencies and savings are being lost • Potentially profitable services such as catering are being run by the private sector so valuable profits that could support vulnerable services are being lost • Leisure and Outdoor Education maintain current income levels however the opportunity for investment, growth and new income targets will not be achievable. 	
Outsourcing of central services to private companies or joint venture vehicles in which the local authority and a private company participate	<ul style="list-style-type: none"> • Initial financial gains to be made but may not meet the future needs of the community • Unlikely to support the ethos of inclusive public sector service delivery as will be more profit rather than community focussed • The council will not maintain full control. 	
Local Asset Backed Vehicles (LABVs) – where the local authority will transfer assets and a private company partner will match the value of those assets with capital to deliver infrastructure projects.	<ul style="list-style-type: none"> • Only addresses part of the problem as this model is focussed on service delivery rather than infrastructure per say. • Initial financial gains to be made but may not meet the future needs of the community • Unlikely to support the ethos of inclusive public sector service delivery as will be more profit rather than community focussed • The council will not maintain full control. 	
The use of wholly owned or joint venture for-profit, mutually-owned companies capable of distributing profits to the local authority.	<ul style="list-style-type: none"> • Initial financial gains to be made but may not meet the future needs of the community • Unlikely to support the ethos of inclusive public sector service delivery as will be more profit rather than community focussed 	
The use of discrete trusts to deliver particular services – this has proven popular in relation to leisure services;	<ul style="list-style-type: none"> • Although popular evidence suggests that there are more benefits to be gained by economies of scale. 	

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

4. Consultation

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Have you undertaken any initial consultation on the idea(s)?

Name	Organisation/ department	Date

Has the specific budget mandate been consulted on?

Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee	22 nd 24 th Sept informal formal. Formal 4 th November.	
Public or other stakeholders	Consultation commences on the 8 th October and runs until 30 th November. Events will take place on week commencing 16 th and 23 rd November. (in line with consultation plan)	
Cabinet (sign off to proceed)		

Will any further consultation be needed?

Name	Organisation/ department	Date

5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Assessment of existing service area review and instigation of additional reviews to be undertaken i.e. Leisure Services and Youth Service	Ian Saunders/Tracey Thomas/Ian Kennet/Cath Fallon	Sept – Dec 2015
Staff consultations	Ian Saunders/Tracey Thomas/Ian Kennet/Cath Fallon	September 2015 onwards
Assessment of viability of existing MCC CIC CMC ² to determine if it can be adapted to fit new purpose	Cath Fallon	Sept – Dec 2015
Establishment of Trading Company and new service delivery model (if CMC ² is deemed unsuitable)	Cath Fallon	Dec – March 2016
Capital Assets Transfer to Model to enable NNDR savings and scope for new Model to leverage in third party finance	Cath Fallon/Ian Saunders/Ben Winstanley	Dec – March 2016
Financial disaggregation of service area budgets and cost benefit analysis to identify areas of duplication, inefficiencies and budget savings to ensure any services transferred into the model will be operating at maximum efficiency.	Cath Fallon/Ian Saunders/Finance colleagues	Sept – March 2016
Assess capital investment requirements prior to capital assets being transferred into Model	Cath Fallon/Ian Saunders/Finance colleagues/Estates team	Sept – March 2016
Commence lease termination process for those assets that will no longer be required for new Service Delivery model.	Cath Fallon/Ian Saunders/Finance colleagues/Estates team	Sept – March 2016
Identify suitable staffing structures for both the Service Delivery Model and the Trading company and commence TUPE and recruitment processes.	Ian Saunders/Tracey Thomas/Ian Kennet/Cath Fallon	Dec 2015 – September 2016
Establishment of policy and procedures for Trading Company and Service Delivery Model	Cath Fallon	April 2016 – September 2016
Establishment of governance structures for Service Delivery Model to include a Board of Directors	Cath Fallon	April 2016 – September 2016
Establishment of banking and audit procedures for Trading Company and Service Delivery Model	Cath Fallon	April 2016 – September 2016
Service Delivery Model and Trading Company to commence trading		September 2016
*Note: additional advice will be sought to identify best practice models to ensure that no steps are missed in the development process.		

6. Additional resource/ business needs

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

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Extension of Amion contract to undertake further service reviews £20,000	Invest to Redesign	Buy in from service leads and Senior Leadership Team
Backfilling of Senior Officer posts to enable the model to be developed and delivered £10,000	Invest to Redesign	
Professional advocacy and skills regarding legal issues and facilitation of workshops £10,000	Invest to Redesign	

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

excellence in customer service delivery will be key. Once established key performance targets will be set which will be clarified as part of the annual service delivery plans.									
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8. Key Risks and Issues

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

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Lack of buy in from Senior Leadership team	Strategic	Proposal yet to be approved	Possible	Major	High	Full options appraisal and delivery plan to be presented.	Low
Lack of buy in from Council Members	Strategic	Proposal yet to be approved	Possible	Major	High	Full options appraisal and delivery plan to be presented.	Low
Financial disaggregation of service area budgets	Operational	Current lack of clarity	Likely	Substantial	High	Clear financial analysis to be presented by financial colleagues.	Low
Lack of acceptance from staff members	Operational	Current confusion as a result of limited information available.	Likely	Substantial	Medium	Clear options appraisal and delivery plan to be presented. Full consultation process to be undertaken.	Low
Council will no longer have full control over the delivery of the services that will be contained within the	Strategic and operational	Service delivery model will be guided by an independent Board	Likely	Substantial	Low	As the Council will be the sole member of the service delivery model there is little risk that the Board will make decisions that are contrary to the priorities of the Council.	Low

service delivery model.							
Council will be required to make a payment for the delivery of services pertaining to the annual delivery plan.	Strategic and operational	An annual payment will be made by the Council in return for services delivered.	Likely	Moderate	Low	Key performance measures and targets will be included in the annual delivery plan to ensure that non-performance or failure can be addressed immediately.	Low

9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

Planned Evaluation Dates	Who will complete the evaluation?
December 2015, March 2016, June 2016, September 2016	Chief Officer, Kellie Beirne

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Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

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

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





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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	public services in Wales including Monmouthshire.	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Ensure that decisions are made after careful consideration to future needs	Work closely with biodiversity team
<p>2025</p> A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Enhanced community services such as leisure, sports development & culture have a massive role to play in ensuring health and well-being is at the centre of peoples lives. Maintaining services will allow the continuation of GP exercise referral programme which has a positive impact for those referred including those with mental health problems who benefit from exercise	Working with key partners to ensure key programs are delivered such as exercise referral. If the services are more efficient at marketing what they do and access to services is improved then health will benefit
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The role of the trust as a hub for information and networks. High footfall through these services and a connected workforce should ensure this is positive.	Services such as tourism, events ensure viable and resilient communities by generating footfall
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	In a positive way the trust will help deliver some of the priorities of Welsh Govt programs	Ensure services are aware of key Welsh Government initiatives and connect.
A Wales of vibrant culture and thriving Welsh language	The trust will focus on attracting more people to enjoy participation in many different activities. The	To increase use and the quality on offer should be a key driver for the trust. If more people are more

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

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

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

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

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

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

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

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

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

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

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

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

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

Neighbouring authorities have moved their leisure services into a trust model and have seen some positive investments leading to enhanced income opportunities. Initial project work has identified that a new trust model (currently looking at several options) would give some immediate benefits in particular around NNDR whilst looking at a timetable to work through the necessary governance, consultation necessary.

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

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

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

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

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

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

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

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

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

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

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

The impacts of this proposal will be evaluated on:	As the project progresses.
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Business Change Mandate (Including Budget Mandates) Proposal Number: B3

Title: Training Service Consolidation

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

Mandate Completed by	Peter Davies
Date	14 th September 2015

How much savings will it generate and over what period?

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

Directorate & Service Area responsible

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

Mandate lead(s)

Peter Davies – Head of Commercial and People Development

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

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

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

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

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

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

How will this proposal address this issue

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

What will it look like when you have implemented the proposal

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

Expected positive impacts

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

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

2. Savings proposed

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

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

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

3. Options

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

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

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

4. Consultation

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

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

Cabinet (sign off to proceed)	7 th October 2016	Awaited
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Will any further consultation be needed?		
Name	Organisation/ department	Date
Relevant teams / staff	Community Learning Youth Service Raglan Training Leisure (MonAcademy) Corporate Training	To be determined as part of development of business case

5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Engage staff teams to discuss opportunities arising from the proposal	Peter Davies / relevant departments heads and training leads	September 2015
Mobilise a project team responsible for developing the business case for the proposals outlined	Peter Davies / relevant departments heads and training leads	October 2015
Undertake a review of the existing training functions to identify scope for quick wins and for recurrent cash and non-cash efficiencies through adoption of a 'whole system' approach	Project team	October 2015
Explore accommodation options	Project team / Estates	November 2015
Undertake market testing exercise to explore opportunities to increase external income potential	Project team	November 2015
Finalise brand and marketing strategy	Peter Davies / Project team lead	January 2016
Finalise the business case	Project team lead	February 2016
Implement proposals	Project team lead, relevant department heads and training leads	April 2016

6. Additional resource/ business needs

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

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

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7. Measuring performance on the mandate

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

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

8. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Suitable and affordable accommodation not available to meet needs	Operational	Existing accommodation is too costly in some areas and may not be available in future as a result of the next phase of the Strategic Accommodation Review	Likely	Substantial	Medium	Creative solutions to be sourced that all shared used of accommodation	Low/Medium
Insufficient external demand for training	Operational	Shortfalls against income targets have occurred.	Possible	Substantial	Medium	Market testing exercise to be completed; Branding and marketing advice to be received	Low/Medium
Staff don't have access to e-learning and	Operational	Only a half of the workforce currently have access to the	Almost certain	Moderate	Medium	Identify solutions by which all staff have a means by which they can access the Authority's training materials and any e-	Low/Medium

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

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

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

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10. Monitoring the budget mandate

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

11. Evaluation

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

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

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Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

<p>The impacts of this proposal will be evaluated on:</p>	<p>The budget mandate is currently at outline stage. The evaluation form will continually be reviewed as part of the business case development.</p> <p>The impact of the proposal will be evaluated post-implementation and on an annual basis as part of annual training plans.</p>
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Business Change Mandate (Including Budget Mandates) Proposal Number: B04

Title: SRS (Shared Resources Service) ICT Savings

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

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

How much savings will it generate and over what period?

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

Directorate & Service Area responsible

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

Mandate lead(s)

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

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

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

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

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

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

How will this proposal address this issue

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

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

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

2. Savings proposed

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

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
SRS	£1,976,969	£100,000	-	£100k	£100k	£100k	£100k	£100k recurrent savings

3. Options

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

Options	Reason why Option was not progressed	Decision Maker
To reduce the ICT data	Information management policies require managers to proactively manage	Head of Commercial & People

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

4. Consultation

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Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Senior Leadership Team	Authority – all directorate	Various
Senior Management Team	Authority – all divisions	14 th Sept 2015 / 15 th Sept 2015
Digital & Technology Manager	Enterprise Directorate	Various
Chief Operating Officer	SRS	Various

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

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

5. Actions to deliver the mandate

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

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

6. Additional resource/ business needs

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

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Expertise in marketing, lead generation, negotiation of commercial contracts	The SRS's Research and Development budget	
Consultancy support to enable the Public Sector Cloud Architecture	The SRS's Research and Development budget	
Release of staff resources to implement the required cloud infrastructure and to facilitate the phased transfer of the authority's on premise data to off premise cloud hosting	Existing MCC / SRS staff resources – capacity to be reviewed	

7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Number of (additional) racks let to other public sector or commercial organisations					TBC	TBC	TBC	TBC
Budget	Income/profit generated from the sale of rack space to public sector or commercial organisations					TBC	TBC	TBC	TBC
Process	Number of rack spaces released as a result of authorities moving data storage off premise					TBC	TBC	TBC	TBC

8. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
That timescales are not adhered to such as to allow rack space to be sold to public sector or commercial organisations	Strategic	The current timescales allow for the public cloud architecture to be put in place by February 2015. This is dependent on necessary decision making points being reached. Furthermore, there is a lack of resource and expertise	Possible	Substantial	Medium	Other savings opportunities are potentially available to offset any initial shortfall in rack space income being secured.	Medium

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

9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?
On a quarterly basis following implementation from 1 st April 2016 as part of ongoing performance monitoring; Formal reviews on an annual basis.	Digital and Technology Manager



<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 B04 Proposal</p> <p>A move to off premise cloud solutions by the constituent authorities signed up to the SRS will in turn and in time release rack space that can be offered to commercial customers. This will result in income generation and resultant profits to be shared by authorities.</p>
<p>Name of Service</p> <p>The SRS is taking lead responsibility for delivery of the mandate. Monitoring and evaluation will be undertaken by the Authority's Digital and Technology team within the Enterprise Directorate.</p>	<p>Date Future Generations Evaluation form completed</p> <p>14th September 2015</p>

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





Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The proposal looks to ensure that the Authority's digital data is stored in the most efficient and secure location, that in turn will release rack space to be sold commercially to public sector or commercial organisations.</p>	<p>The development and delivery of the business case will be managed and monitored through existing governance structures, notably Digital Board and the SRS Public Board.</p>
<p>A resilient Wales</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?
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	N/A
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The overall vision for the Welsh Public Sector is to provide a centralised IT platform that enables any public sector organisation within Wales to consume IT services from a flexible cloud based platform. The secure platform will add real value to the existing PSBA (Public Sector Broadband Aggregation) network by allowing users from different organisations to collaborate and share data across the network regardless of their location. In addition to this, the service will ensure that skills and knowledge can be shared across organisations therefore removing any duplication of effort and driving significant savings for each organisation.	As above existing governance structures exist to ensure that progress is maintained.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	N/A	N/A
A Wales of vibrant culture and thriving Welsh language	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?
Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation		
A more equal Wales People can fulfil their potential no matter what their background or circumstances	N/A – no impact identified	N/A

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
<div style="display: flex; align-items: center;"> <div style="text-align: center; margin-right: 10px;">  <p>Long-term</p> </div> <div> <p>Balancing short term need with long term and planning for the future</p> </div> </div>	<p>The overall vision for the Welsh Public Sector is to provide a centralised IT platform that enables any public sector organisation within Wales to consume IT services from a flexible cloud based platform. The secure platform will add real value to the existing PSBA (Public Sector Broadband Aggregation) network by allowing users from different organisations to collaborate and share data across the network regardless of their location. In addition to this, the service will ensure that skills and knowledge can be shared across organisations therefore removing any duplication of effort and driving significant savings for each organisation. It is recognized in the short term that some public sector organisations might have a high level of risk aversion with regards to cloud data storage which is what places the SRS data centre with an unique opportunity as described above.</p>	<p>As contained in the existing mandate and proposal.</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Working together with other partners to deliver objectives</p>	<p>The SRS is a joint collaboration with the Authority, Torfaen CBC and Gwent Policy Authority. The proposals look to explore and exploit this further by the SRS offering the wider public sector the opportunity to move to a hybrid cloud solution with all the resultant benefits that are noted above.</p>	<p>As contained in the existing mandate and proposal.</p>
 <p>Involving those with an interest and seeking their views</p>	<p>Senior Leadership Team, Members, Cabinet, Select Committees, Digital & Technology team, SRS Public, SRS Business Solutions.</p>	<p>Consultation will be undertaken as part of the ongoing engagement on developing budget proposals. The Digital Board and SRS Public Board will engaged at all stages of the development of the proposal and business case.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The delivery of the vision would allow users from different public sector organisations to collaborate and share data across the network regardless of their location, something that cannot be achieved currently. In addition to this, the service will ensure that skills and knowledge can be shared across organisations therefore removing any duplication of effort and driving significant savings for each organisation.</p>	<p>As contained in the existing mandate and proposal.</p>
 <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>There are few competing demands resulting from the proposal and there will be resultant benefits to users/people, to savings/income generation and the drive to effectively store data.</p>	<p>N/A</p>

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

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

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

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

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

Budgetary information
 Financial forecasts
 One Wales Cloud Architecture report

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

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

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

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

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

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

Title: Community Asset Transfer

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

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

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

Directorate & Service Area responsible
Estates, Enterprise

Mandate lead(s)
Deb Hill-Howells & Ben Winstanley

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

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

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

To reduce holding costs by transferring assets to Community organisations that are in a position to continue to deliver local services.

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

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

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

How will this proposal address this issue

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

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

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

What will it look like when you have implemented the proposal

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

which will prevent the assets subsequently being disposed of for alternative provision.

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

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

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

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

Expected positive impacts

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

Expected negative impacts

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

2. Savings proposed

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

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

Estates (Melville Theatre)	55k (actual cost in 14/15)	50k (would be loss of rental)	0	50k				50k This is the net cost to the Council.
Estates (Drill Hall, Chepstow)	10k (actual cost in 14/15)	10k	0	10k				10k

3. Options

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

Options	Reason why Option was not progressed	Decision Maker
Withdraw concessionary rental grants from Gwent Theatre and Dance Blast, thereby increasing the rental income from the building to offset running costs.	This would result in increased financial burdens to local community organisations that are unlikely to be able to sustain this uplift and would potential close result in a loss of service to the local community.	Estates
Sell the asset at market value	Current occupiers have leases that prevent MCC from gaining vacant possession and therefore we would be required to sell the asset with the sitting tenant's insitu. This would reduce the value of the asset and would not provide any safeguards for the existing occupiers in the longer term.	Estates
Change the use of the asset to maximise value	Initial discussions have been undertaken with the Local Planning authority, given that the site is located within a flood plain and the main building is listed, there are currently no viable alternative uses.	Estates

4. Consultation

Have you undertaken any initial consultation on the idea(s)?

Name	Organisation/ department	Date
None		

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

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

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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
Undertake consultation with stakeholders	Estates	Oct – Jan
Identify costs to re-locate regulatory services to Pen y Pound	Property Services/ Estates	Oct
Secure funding for required adaptations	Estates	Nov - Feb
Identify preferred position of Green fingers and adapt plans accordingly	Social Services/ Estates	Oct – Jan
Invite expressions of interest from Community Groups who would wish to take over assets	Estates	Jan – Feb
Work with preferred bidders to develop viable business plan and effect transfer	Estates / Legal	March - June

6. Additional resource/ business needs

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

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

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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	Reduction in property holding costs	60k							

8. Key Risks and Issues

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

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

take place and groups not sustainable after limited period of time, resulting in loss of capital asset and potential depreciation of the building and loss of local services		currently taken place in Monmouthshire so no evidence of long term successful projects. Nature of community organisations (excluding town & community Councils) is that they rely on volunteers and therefore potentially less resilient if not successful in recruiting and maintaining volunteers and funding.				Council to step in and prevent asset being sold for alternative use. Also need to investigate step in rights in the event that the community organisation folds or ceases to provide services.	

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Community groups come forward to take over buildings	If no incorporated community organisation comes forward we will not be in a position to undertake transfer (we could however choose to sell them and reduce holding costs albeit that the capital receipt would be reduced due to sitting tenants)	Community organisations /MCC
Members agree to the transfer	If member approval not forthcoming, then will be unable to make savings	Cabinet

10. Monitoring the budget mandate

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

11. Evaluation

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

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

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<p>Name of the Officer completing the evaluation</p> <p>Debra Hill-Howells & Ben Winstanley Phone no: 01633 644281 or 01633 644965 E-mail:debrahill-howells@monmouthshire.gov.uk benwinstanley@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>This budget mandate proposes the transfer of 2 council owned properties into community ownership.</p> <p>From mandate B5 – Community Asset Transfer</p>
<p>Name of Service</p> <p>Estaes, Enterprise</p>	<p>Date Future Generations Evaluation form completed</p> <p>18th September 2015</p>






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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The budget mandate involves the proposed transfer of 2 council owned buildings into community ownership to enable them to deliver local services. This will facilitate the up skilling of local communities in order for them to manage the asset and deliver the service and that the service provision is modelled at the local level.</p>	<p>To ensure the future of the community asset the property transfer document will contain safeguards to protect the asset from disposal to an alternative use.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and</p>	<p>It is proposed that the properties are disposed as existing to maintain local services, therefore there</p>	<p>None</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
can adapt to change (e.g. climate change)	will be a neutral impact on biodiversity and ecosystems.	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	The services currently provided from the buildings support local communities through art, culture and gardening as well as providing social opportunities.	The proposal to undertake community asset transfers is designed to transfer control of the assets to the service providers to safeguard the future of these valued local services.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Transferring control of the assets to local communities will strengthen their role within the cultural and social aspects of community life. Support (non financial) will be provided during the transition period to transfer knowledge and develop skills.	Support (non financial) will be provided during the transition period to transfer knowledge and develop skills as well as support the development of business plans.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Services are delivered locally and procurement for building adaptations will be undertaken through approved frameworks.	Procurement legislation and best practice will be observed.
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	The properties are currently used to provide cultural and sporting activities. The transfer of the assets into the control of the local community will enable them to continue to provide services.	Support (non financial) will be provided during the transition period to transfer knowledge and develop skills as well as support the development of business plans.
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The transfer of the assets will be to local groups that can demonstrate a viable, sustainable business case. This will need to consider equality as well as financial issues.	The business plan will require local community groups to be explicit about how their proposals will impact on the protected characteristics achieving equality of access.

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>This proposal seeks to safeguard the long term future of the buildings and the services that they deliver by transferring the assets into the control of the local communities. This will involve the potential loss of a capital receipt to the Council, this is however offset by the social and community value that will accrue as a result of the proposed transfers.</p>	<p>There will protection within the legal agreements to safeguard the future of the properties and prevent the buildings being used for alternative uses.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The proposed transfer of the assets will enable communities to deliver local services in a way that meets their local needs. Transferring the asset will give communities control and security over service provision.</p>	<p>The implementation of the Community asset Transfer policy in advance of WAG implementing the Localism Act provisions relating to community ownership.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>We have received approaches from Community groups who would be interested in these buildings. No formal consultation will be undertaken until we have approval to proceed with the proposal.</p>	<p>The Councils Community Asset Transfer policy provides the framework around which the consultation and discussion with community groups will be undertaken.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Transferring the assets into local ownership will release the revenue commitment for front line services. The local communities will have an asset from which to consolidate or develop local service provision as well as access alternative funding streams.</p>	<p>The proposed transfer of the asset will help safeguard the local services as the transfer will be undertaken at less than best consideration.</p>
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Transferring the assets will provide local communities with local control, potentially provide opportunities for volunteering or paid employment and develop local skills.</p>	<p>We will work with the community groups selected to take over the assets, to ensure that their proposals are viable, promote equality and are sustainable in the longer term.</p>

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

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

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

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

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

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

<p>2019 2020 2021</p>	<p>The Localism Act 2011 The Councils Community Asset Transfer policy Review of property holding costs</p>
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6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

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

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

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

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

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

The impacts of this proposal will be evaluated on:	Estates Business Plan quarterly review
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Business Change Mandate (Including Budget Mandates) Proposal Number: B6

Title: Community Infrastructure Levy

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

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

How much savings will it generate and over what period?

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

Directorate & Service Area responsible

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

Mandate lead(s)

Mark Hand / Kellie Beirne

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

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

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

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

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

Reduced budget settlements from the Welsh Government mean that Local Authorities must seek to reduce the costs of the services provided, or where appropriate deliver the services differently or cease service delivery.

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

How will this proposal address this issue

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

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

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

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

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

What will it look like when you have implemented the proposal

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

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

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

Expected positive impacts

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

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

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

Expected negative impacts

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

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

2. Savings proposed

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

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Operations/Leisure		50,000	n/a	50,000	0	0	0	50,000

3. Options

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

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

4. Consultation

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

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

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

5. Actions to deliver the mandate

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

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

CIL contributions, and review how those services are delivered		
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6. Additional resource/ business needs

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

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Funding for strategic infrastructure projects to offset MCC spend	S106 planning contributions/CIL	n/a

7. Measuring performance on the mandate

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

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Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	S106 contributions secured (£)								
Budget	S106 directed to more strategic projects (£) to contribute to mandate saving target.								
Process	Number of strategic level projects identified for S106 spend instead of small scale local level schemes								
Process	Adoption of CIL by Summer 2016								

8. Key Risks and Issues

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

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

than those that would bid for S106 money under the current process.							
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9. Assumptions

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

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

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10. Monitoring the budget mandate

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

11. Evaluation

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

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

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<p>Name of the Officer completing the evaluation Mark Hand</p> <p>Phone no: 01633 644803 E-mail: markhand@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Budget mandate B6</p> <p>£50k reduction in spend on infrastructure from 16/17, with spending replaced by S106/CIL funding streams</p>
<p>Name of Service</p> <p>Planning</p>	<p>Date Future Generations Evaluation form completed</p> <p>13/09/2015</p>

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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: the proposal would focus S106 financial resources on more strategic projects which seek to make the best use of limited resources and benefit a greater number of people.</p> <p>Negative: funding would effectively be withdrawn for small scale projects.</p>	<p>15% of CIL receipts will go to the community, and is likely to be administered by the relevant Town or Community Council. TC/CCs must use this money for local level infrastructure that they consider to be of value. Some of this money could go to small scale local projects currently funded via S106, should TC/CCs wish. This could go some way to mitigate the negative effects.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and</p>	<p>Positive: S106 contributions can be used towards strategic green infrastructure and/or flood</p>	<p>The Council has adopted Green Infrastructure Supplementary Planning Guidance which seeks to secure a co-ordinated approach. This</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
can adapt to change (e.g. climate change)	<p>defences, where such spend meets the requirements set out in the Regulations</p> <p>Negative: some smaller scale local schemes could no longer receive S106 monies, however the intention behind the GI concept is that the infrastructure is on a more strategic and joined-up level.</p>	infrastructure can form part of the Council's CIL Regulation 123 infrastructure list
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive: the proposal would focus S106 financial resources on more strategic projects which seek to make the best use of limited resources and benefit a greater number of people. This proposal is likely to have the greatest impact on leisure related infrastructure.</p> <p>Negative: funding would effectively be withdrawn for small scale projects.</p>	The existing S106 Working Group and S106 spend approval process via Select Committee will oversee this process. It is expected that a similar process will be introduced as part of the Community Infrastructure Levy processes in due course.
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Positive: By using S106 funding in a more strategic way, new developments will have to connect with existing surrounding communities, for example by utilising improved existing play facilities rather than providing new small play areas within the site for those new residents alone.</p> <p>Negative: n/a</p>	None.
<p>A globally responsible Wales Taking account of impact on global well-being when considering local</p>	Positive: Legislation requires that S106 monies are spent on infrastructure related to the proposed development, and proportionate to that development. Although there is little prospect of	None

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
social, economic and environmental wellbeing	<p>such contributions having a global impact, sustainable development is a material planning consideration.</p> <p>Negative: n/a</p>	
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>Positive: the proposal would focus S106 financial resources on more strategic projects which seek to make the best use of limited resources and benefit a greater number of people. The Welsh language is a material planning consideration.</p> <p>Negative: funding would effectively be withdrawn for small scale projects.</p>	<p>15% of CIL receipts will go to the community, and is likely to be administered by the relevant Town or Community Council. TC/CCs can use this money for local level infrastructure that they consider to be of value.</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>Positive: the proposal would focus S106 financial resources on more strategic projects which seek to make the best use of limited resources and benefit a greater number of people.</p> <p>Negative: funding would effectively be withdrawn for small scale projects.</p>	<p>15% of CIL receipts will go to the community, and is likely to be administered by the relevant Town or Community Council. TC/CCs can use this money for local level infrastructure that they consider to be of value.</p>

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Balancing short term need with long term and planning for the future</p>	<p><i>We are required to look beyond the usual short term timescales for financial planning and political cycles and instead plan with the longer term in mind (i.e. 20+ years)</i></p> <p>Focussing limited funding on more strategic projects instead of multiple small scale local projects is a more sustainable long term approach.</p>	<p>No further action has been taken</p>
 <p>Working together with other partners to deliver objectives</p>	<p>The budget mandate is predicated on working with partners to identify more strategic infrastructure that can be funded via S106 or CIL, freeing up other budgets to create a £50k budget saving.</p>	<p>The existing S106 Working Group, community engagement process operated by MCC to identify opportunities, and S106 spend approval via Select Committee represent best practice.</p>
 <p>Involving those with an interest and seeking their views</p>	<p>The budget mandate is predicated on working with partners to identify more strategic infrastructure that can be funded via S106 or CIL, freeing up other budgets to create a £50k budget saving.</p>	<p>The existing S106 Working Group, community engagement process operated by MCC to identify opportunities, and S106 spend approval via Select Committee represent best practice.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The budget mandate seeks to allocate S106 money to strategic solutions that benefit greater numbers of people and is sustainable in the longer term. The mandate therefore directly seeks to best focus infrastructure provision to avoid creating small scale projects whose long-term funding is not sustainable.</p>	<p>No further action has been taken.</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p data-bbox="331 296 517 523">Positively impacting on people, economy and environment and trying to benefit all three</p>	<p data-bbox="546 213 1305 347"><i>There is space to describe impacts on people, economy and environment under the Wellbeing Goals above, so instead focus here on how you will better integrate them and balance any competing impacts</i></p> <p data-bbox="546 384 1296 608">Planning decisions must deliver sustainable forms of development. S106 contributions help to offset the infrastructure demands of new development. This budget mandate seeks to ensure S106 monies are spent in the most sustainable way, freeing up other scarce Council budgets to generate a saving.</p>	<p data-bbox="1352 213 1787 240">No further action has been taken.</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	None.	The mandate seeks to focus S106 spend on more strategic projects rather than on very small scale matters. One example could be improving and expanding equipped play areas in a play area serving a wider neighbourhood rather than a small poorly equipped play area on each housing development. By definition this would mean some infrastructure is provided further away from people's homes. This could disproportionately affect children or elderly people who cannot travel greater distances.	The regulations require that any infrastructure funded by S106 is related to the development in question and therefore it must still be within the reasonable vicinity of the development.
Disability	None	The mandate seeks to focus S106 spend on more strategic projects rather than on very small scale matters. One example could be improving and expanding equipped play areas in a play area serving a wider neighbourhood rather than a small poorly equipped play area on each housing development. By definition this would mean some infrastructure is provided further away from people's homes. This could disproportionately affect people with mobility issues who cannot travel greater distances.	The regulations require that any infrastructure funded by S106 is related to the development in question and therefore it must still be within the reasonable vicinity of the development.
Gender reassignment	None	None	No action proposed

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Marriage or civil partnership	None	None	No action proposed
Race	None	None	No action proposed
Religion or Belief	None	None	No action proposed
Sex	None	None	No action proposed
Sexual Orientation	None	None	No action proposed
Welsh Language	<p><i>Under the Welsh Language measure of 2011, we need to be considering Welsh Language in signage, documentation, posters, language skills etc.</i></p> <p>None.</p>	None	No proposed action.

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

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

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

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

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

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

Using S106 money on the more strategic projects would potentially result in better outcomes and result in a budget saving for MCC (because other funding sources would no longer be needed for those more strategic projects).

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

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

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

The work undertaken by Planning directly relates to promoting and ensuring sustainable development. S106 planning contributions seek to offset the additional infrastructure pressures caused by new development. This mandate proposes to focus such spend on more strategic projects, which should reinforce partnership working (to deliver the projects) and create more cohesive communities (by requiring shared use of strategic provision rather than individual estates operating in isolation. Full consideration has been given to the financial implications, which are sustainable in the foreseeable future in the context of the challenging financial climate facing Local Authorities.

In terms of the protected characteristics of gender reassignment, race, religion or beliefs, gender, sexual orientation, marriage or civil partnership, there are no direct implications as a result of this budget mandate. There are potential impacts relating to age and/or disability and the physical distance from and accessibility to infrastructure will need to be carefully considered as each project (S106 bid) is assessed.

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

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

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

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

The impacts of this proposal will be evaluated on:

?

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

Title: Planning Service – Income Generation

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

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

How much savings will it generate and over what period?

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

Directorate & Service Area responsible

Planning / Enterprise

Mandate lead(s)

Mark Hand / Kellie Beirne

Final mandate approved by Cabinet

Date:

1. Vision and Outcomes of the Mandate

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

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

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

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

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

How will this proposal address this issue

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

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

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

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

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

What will it look like when you have implemented the proposal

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

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

Expected positive impacts

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

Expected negative impacts

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

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

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

Excluding the one-off £20k amount detailed above, the 15/16 budget target is £577k, which marginally exceeds the highest income level received in the last 5 years. (The lowest income in the five year period was £344k in 2011/12 and the mean was £464k).

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

2. Savings proposed

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

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

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3. Options

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

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

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Dave Loder	Finance	01/09/2015
Phil Thomas and Kim Lloyd	Planning	12/08/2015

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

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

5. Actions to deliver the mandate

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

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

6. Additional resource/ business needs

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

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

7. Measuring performance on the mandate

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

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

8. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Application fee income drops	Operational	Fee levels fluctuate affected primarily by the economy and by other external factors	Medium	High	Medium	Effective trend- and evidence-based budget monitoring.	Medium

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

9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

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

DRAFT



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

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

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




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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Mandate Completed by	Ian Bakewell, Housing & Communities Manager
Date	27 th August 2015

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

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

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

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

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

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

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

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

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

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

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

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

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

How will this proposal address this issue

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

What will it look like when you have implemented the proposal

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

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

Expected positive impacts

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

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

Expected negative impacts

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

2. Savings proposed

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

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

3. Options

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

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

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4. Consultation

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

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

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

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

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

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

5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Direct advertising of MCC need for rooms and properties eg press releases, website, landlord hub etc	Lindsay Stewart	
Prepare private leasing project proposal including cost modelling	Karen Durrant	December 2015

Liaise with RSL partners to provide properties	Lindsay Stewart	Jan 2016
Publish landlord offer	Karen Durrant	Jan 2016

6. Additional resource/ business needs

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

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

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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
Customer	Customer satisfaction with accommodation provided								
Process	% of potentially homeless prevented for at least six months (This was a statutory PI but was withdrawn for 15/16)								

Process	No. of completed homeless prevention enquiries successfully completed through assistance into the private rented sector								
Process	No. of shared housing units								
Process	No. of private leased units								
Process	Level of income								
Process	No. of B & B placements								
Process	No. of homeless applications determined								

8. Key Risks and Issues

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

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Opposition from neighbours	Operational	There is often a perception that clients assisted by the Housing Solutions Service are high risk. On occasions, individuals will breach their accommodation agreement	Medium	Medium	Medium	Applicants will be risk assessed with regards to suitability of placements	
Housing Benefit regulations could change		The existing regulations facilitate the payment of a management charge. This potentially could be reduced	Medium	High	Medium	Break clauses in agreements enable the Council to end leases Cost modelling has been undertaken assuming lower management charges. The scheme is still viable but would result in lower income.	
Demand could fall	Strategic & Operational		Low	High	Medium	Break clauses in agreements enable the Council to end leases	
Landlords may not be interested	Strategic & Operational		High	High	High	It is a priority for Housing & Communities and the Private Sector Housing Team to develop relationships with landlords. This is being	

in participating in the scheme						undertaken through a range of methods: <ul style="list-style-type: none"> • Telephone duty system • Landlords Hub (landlord network) • Named contacts • Wider support mechanisms eg housing support • Scheme will form part of wider landlord offer • 	
Voids not filled quickly resulting in lost income			Low	High	Medium	Regular and on-going monitoring of voids	
High maintenance costs due to damage or cleaning	Operational	Past experience is that some clients will cause damage and not keep their room clean	Medium	Medium	Medium	Regular inspections Scope to recharge Agreements will be enforced, which ultimately could result in occupants being evicted.	

9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

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



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



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



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

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

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

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

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

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

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

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

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

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

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

Homeless and homeless prevention statistics

Housing Register data

Housing & Communities financial data

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

The main positive benefits of this mandate are:

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

The main negative impacts are:

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

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

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

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

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

The impacts of this proposal will be evaluated on:	March 2016. The scheme will be evaluated as part of the ongoing monitoring of the Council's Housing Solutions Service through, which forms part of the Adults Select Committee work programme
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Business Change Mandate (Including Budget Mandates) Proposal Number: B18

Title: Strategic Property Review

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

Mandate Completed by	Deb Hill-Howells & Ben Winstanley
Date	14 th September 2015

How much savings will it generate and over what period?
£160k in 16/17
Directorate & Service Area responsible
Estates, Enterprise
Mandate lead(s)
Deb Hill-Howells & Ben Winstanley

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

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

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

Reduce property holding costs, maximise the use of and generation of income from the Councils property portfolio.

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

Revenue is being allocated to hold properties which diverts income from front line service delivery, ongoing financial pressures and good asset management practices require that the property portfolio is regularly reviewed. This is to ensure that it is fit for purpose, meets the needs of service providers and users and income streams are being maximised whilst expenditure is minimised.

How will this proposal address this issue

This proposal identifies a number of opportunities to reduce holding costs through the relinquishing of leases, maximising the occupancy of staff at County Hall and rationalising our depots holdings. Revenue generation will be through the creation of arm's length companies that enable us to let and manage our property assets within a commercial environment and the identification of additional rental generation opportunities.

What will it look like when you have implemented the proposal

Non location sensitive staff would be centralised within our Usk headquarters. This will require adaptations to J & E block to accommodate the additional staff. Current indications are that approximately 95 staff could be accommodated in J block and 38 in E block. J block is currently leased to Coleg Gwent, however they will shortly be relinquishing their lease. E block is currently used to store our red files, electoral registration storage and legal / planning documents. In addition the bus drivers mess room is located within a converted toilet block at the far end of the building. This can be accessed separately from the remainder of the building and it is proposed that this use continues. It is proposed to re-locate the legal, planning and electoral registration storage to the residual element of the registrars building (as there is no toilet provision). Red storage can either be provided off site through a private provider (current estimates are in the region of 15k pa based on existing storage) or within surplus areas of other buildings (we are advised that there are school premises with residual capacity that could meet this need). This will enable the provision of 38 workspaces in a discrete environment which would be suitable for Social Services teams who need to operate within a confidential zone. This will however leave a residual requirement for the elections team as they will need suitable accommodation to manage the annual election process. It is proposed that the SW ground floor corridor of J block is sub divided into meeting space which is

available 11 months of the year, and blocked booked for the elections team for the duration required to manage the election. This will involve the rooms being capable of temporary sub partition to maximise meeting space when not being used by elections as well as installing security locks controlling access when appropriate and the creation of a self-contained access point for the delivery of postal votes, issuing of ballot boxes etc. This option enables us to design the space to maximise use, however management procedures will still need to be implemented during the election period to control vehicular movements, security, public access etc. J block is a cellular building that is in need of both maintenance and refurbishment to accommodate staff. Designs are being produced and it is anticipated that 90 workstations could be provided, accommodating circa 200 staff. Due to the cellular layout of the building, the office accommodation will have a different configuration to the headquarters building and refurbishment costs will be minimised wherever possible. Costs for the works to be both E and J block are expected to be in the region of £1,500,000, but this is subject to more detailed design work to determine and accurate figure.

Re-locating staff to County Hall will enable us to reduce holding costs at Innovation House and to advertise and secure private tenants, thereby generating a rental income. The timing of this will be determined by the securing of funding and completion of adaptations to J & E block as detailed above.

It is proposed to establish an arm's length agency to manage the letting of residential properties on the basis of assured shorthold tenancies, a practice that has been widely adopted in English authorities. The purpose of this would be entirely to generate rental income from our existing estate as well as the acquisition of additional properties dependent on demand. In addition it is proposed that an arm's length development company is established to manage the development of existing assets as well as the acquisition of commercial investment opportunities. The requirement to create both companies is to streamline decision making to enable commercial opportunities to be undertaken, whilst ensuring that net profits flow back to the Council. Further appraisal is required to establish the legal frameworks and funding opportunities that would accrue from such a proposition and the benefits and dis-benefits to the Council.

The depot holdings would be rationalised, in particular the grounds and highways crews would be re-located from Llanfoist depot to enable a partial release for alternative development. Early discussions with the planning authority have indicated that industrial uses would be acceptable.

We will continue to relinquish leases where possible and maximise revenue generation from surplus and investment assets.

Expected positive impacts

More opportunities to act in a commercial manner and generate income streams. Reducing property holding costs to support front line service delivery

Expected negative impacts

Potentially negative reaction to MCC creating commercial arm and competing in private market to generate profit, potential negative reaction from users and colleagues affected by proposals to reduce assets.

2. Savings proposed

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

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Property Services or Estates, dependent when Innovation House holding budget is transferred from Property Services to Estates.	368k	50k		100k				Reduction in running costs as a result of the re-location of staff to County Hall (this includes 3 months rates relief, cancelling the clearing contract and reduced utility costs).
Arm's length companies		10k (income not saving)		10k				This will be derived from the residential agency service. Given the early stage of this proposal, this income remains high risk. Too soon to define potential in forthcoming years.
Various services	15k	10k		10k				Termination of leases. The saving is the rental due to the landlord. The remaining budget is made up of utilities etc. and will be required to support their alternative provision.
Operations, Depots rationalisation,	147k	20k		20k				Further work required to ascertain alternative provision at the waste

part release of Llanfoist deport								transfer station at Llanfoist.
Increased rental income	1,400k income target 15/16	20k additional rental income		20k				Income derived from letting additional properties (TIC in Abergavenny) and rental uplifts where possible.

3. Options

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

Options	Reason why Option was not progressed	Decision Maker
Do nothing	This is not sustainable and would not result in effective estate management	Estates
Retain Innovation House as an operational asset and operate from split headquarters	This would not enable us to maximise the use of Usk County Hall and would also prevent us from generating an additional revenue stream. Also travelling expenses being incurred by colleagues travelling between the sites (estimated at approx. 5 – 6 k per annum).	Estates
Operate residential lettings via MCC Estates team	Due to the secure nature of the tenancies that we are required to provide this would not be possible.	Estates

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Initial discussion with Service leads undertaken whilst developing Property Review	Operations / Social Services/ Enterprise	August / September 15

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

Will any further consultation be needed?		
Name	Organisation/ department	Date
Will need to undertake further detailed work to ascertain the viability of the arm's length companies proposed	Estates	

5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Serve notice on leases that are no longer required.	BW	asap
Innovation House, revenue savings	CH or RO'D (dependent on where budget sits)	Available at point property is vacant.

Establish legal, funding position and staffing structure for arm's length company & therefore viability of proposals	DHH/BW	
Work with Operations to establish viability of re-locating users from Llanfoist depot and other rationalisation proposals within property review	BW & RH	To be determined
Conclude designs for J & E block, secure funding and undertake refurbishment works	RO'D	Sept - June

6. Additional resource/ business needs

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

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Specialist advice on options for incorporation and legal structure of company	External providers	
Specialist advice on funding options and how to ensure that the profit generated is pass ported back to MCC	External providers & Finance colleagues	
Lessons learnt from English authorities already operating similar models	Peer organisations	
Design & Funding for the refurbishment works to J& E block	MCC Capital	Technical provision for design & construction works
Letting agents for Innovation House	Revenue (Estates)	

7. Measuring performance on the mandate

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

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

Budget	Income generated through arm's length vehicles	10k							
Budget	Savings generated through the rationalisation of the estate	130k							
Budget	Meeting income projections	20k							

8. Key Risks and Issues

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

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Legal or technical impediments to proposed creation of arm's length companies	operational	New venture for the authority, format of structure and support of members needs to be established.	Medium	High	High	Undertake specialist discussions as soon as possible to understand appropriate frameworks and lessons learnt from English authorities. Consultation with members to mitigate any concerns over loss of control	Medium
Operations unable to rationalise depots	operational	Initial discussions have confirmed that the proposal is feasible, but more detailed work required to ascertain detail.	Low	High	Medium	Working with Operations to rationalise holdings without compromising service requirements (i.e. retain salt barn insitu on Llanfoist but free up remainder by consolidating at former tip site across the road)	Medium
As property budgets are devolved to service areas unable to drive or maximise savings and rationalisation	strategic	Innovation House budget highlights that whilst Estates hold responsibility for management of the property portfolio and this mandate, all budgets are	Medium	Medium	Medium	Work with Finance colleagues to ascertain the opportunities to centralise property holding costs to Estates to enable them to identify greater opportunities for savings.	Medium

		devolved making it difficult to drive savings.					
Unable to identify funding necessary to undertake adaptation works to J & E block	operational	No funding stream identified and capital pressure significant due to 21 st century schools programme	High	High	High	Design will be minimalistic, however will still need to ensure that it is compliant with legislation and provides equality of access.	High

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Members will support the creation of arm's length companies	Would only be able to derive some of the proposed income stream if service is delivered through arm's length company (residential letting agency) due to the nature of the tenancy agreements.	Council
Leases will be able to be relinquished by services.	Discussions ongoing with services and Estates regarding the re-location of the service into suitable alternative accommodation.	Service managers
Operations are able to rationalise their depots holdings without impacting service delivery or breaching contract arrangements with Sewtra	Discussions with Head of Operations and preliminary review of the depots estate.	Head of Operations
Adaptations will be undertaken at County Hall to enable the revenue savings to be made and future	If funding is not forthcoming to undertake adaptations to J & E blocks we will not be able to secure any revenue savings for Innovation House. In addition we will not be able to let the floor space to private tenants, further reducing our revenue liabilities as well as generating a rental income stream.	

income generated through commercial lettings.		

10. Monitoring the budget mandate

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

11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?
Quarterly through Estates Business Plan	Ben Winstanley & Deb Hill-Howells



<p>Name of the Officer completing the evaluation Debra Hill-Howells & Ben Winstanley</p> <p>Phone no: 01633 644281 E-mail: debrahill-howells@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Mandate B18</p> <p>To reduce property holding costs and additional revenue opportunities from our property estate.</p>
<p>Name of Service</p> <p>Estates, Community Delivery</p>	<p>Date Future Generations Evaluation form completed</p> <p>17th September 2015</p>





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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The mandate seeks to rationalize the properties used to deliver services thereby reducing property holding costs and creating budget savings to help retain jobs.</p>	<p>The mandate does contain proposals to vacate Innovation House in Magor, relinquish the lease at White Swan Court and rationalize depot holdings. Alternative accommodation will be provided at County Hall for staff vacating Innovation House and the service at White Swan Court is being re-located at Overmonnow Learning Centre.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and</p>	<p>The proposals impact on existing properties, therefore there will be no new impacts on biodiversity and ecosystems.</p>	<p>We already undertake a programme to implement renewal technologies and will continue to do so where viable.</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
can adapt to change (e.g. climate change)		
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	No impact as this relates to the built environment only.	None
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The property review has considered the need to deliver services locally and from as few buildings as possible to maximize their value to citizens whilst reducing operating costs.	The community hubs will where ever possible be the primary location for delivery of services within a local community. The hubs are being improved to maximize the buildings efficiencies and staff are currently being trained to deliver an integrated service. Community learning where possible will also be delivered through the hubs.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Services are delivered locally and procurement for building adaptaions will be undertaken through approved frameworks.	Procurement legislation and best practice will be observed.
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	No impact as this mandate involves a review of the property portfolio.	None
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Adaptations to J & E block will be undertaken to ensure that there is equality of access, wherever possible to the built environment.	Design plans are being developed to ensure that they are compliant with current regulations.

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	<p>Rationalising the property estate will ensure that public funds are not being wasted on accommodation that is not needed. The review has had regard to strengthening communities through hubs, and community asset transfer policy as well as future proposals such as the M4 relief road and LDP.</p>	<p>Sustainability has been considered through the implementation of renewable technologies, local community need (CAT) and the impact of buildings and sites by the Local Development Plan. MCC has adopted a Community Asset Transfer policy in advance of the Localism Act 2011 be adopted in Wales.</p>
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p>The proposals impact largely on properties owned and occupied by MCC staff. There are however contractual arrangements in place with agencies such as SEWTA and the proposals have been designed to ensure that response times to severe winter weather will not be impacted.</p>	<p>The CAT mandate identifies the opportunities to utilize our properties to work collaboratively with our local communities.</p>
 <p>Involvement Involving those with an interest and seeking their views</p>	<p>The properties impacted are occupied by MCC only. Internal services have been consulted as part of the development of the property review.</p>	<p>We have engaged with services and will continue to do so as the proposals are finalized.</p>
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>The property review is seeking to minimize unnecessary expenditure on property assets.</p>	<p>Property review is evaluating performance of the property estate and how to best use limited and decreasing financial resources without impacting negatively on front line service provision.</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>The Councils property estate has 2 objectives, support front line service delivery and generate a funding stream to support front line services. This involves the sale of assets to generate a capital receipt which is ring fenced to funding the 21st century schools programme or revenue generation which is used to support service delivery. The property mandate seeks to identify ways of reducing operational property holding costs or generate additional revenue.</p> <p>Where possible we will seek to minimize the impacts of any new development, but acknowledge that this will not always be achievable with the development of greenfield sites included within the LDP. Such sites however have been allocated to provide much needed housing, both private and affordable as well as employment opportunities. Letting the accommodation within Innovation House will also provide employment opportunities with companies seeking to move into the area or expand from existing premises.</p>	<p>The implementation of the Community Asset Transfer policy, the concessionary rental grants scheme subsidies community and third sector occupation of council owned buildings and consultation with local communities when developing the development masterplan on LDP strategic sites.</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Neutral	Neutral	Any adaptation work to County Hall will have regard to the Equalities and Future Generations Act.
Disability	Adaptation works to J & E blocks will ensure equal access (where the building fabric permits).	The closure of White Swan Court will result in the re-location of the service to Overmonnow Learning Centre, which may impact some users.	The service is working with users and alternative accommodation has been identified that is accessible for all users.
Gender reassignment	Neutral	Neutral	
Marriage or civil partnership	Neutral	Neutral	
Race	Neutral	Neutral	
Religion or Belief	Neutral	Neutral	
Sex	Neutral	Neutral	
Sexual Orientation	Neutral	Neutral	
Welsh Language	We will have regard to the Welsh Language Act when devising and installing signage at premises.	Neutral	

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	None	The proposal involves the re-location of the creative space at White Swan Court to Overmonnow Family Learning Centre. The service will be maintained, but the re-location may have an impact on users and their ability to access the new location.	The service is working with users. The proposed new location has on-site car parking , is accessible and set up as a creative learning environment.
Corporate Parenting	None	None	

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

A property review has been undertaken that considers the holding costs of operational properties, number of users and the location sensitive nature of the services being provided. This has been used to develop a series of recommendations. Those proposals that involve revenue generation have been tested with commercial agents to establish the viability of the proposals. Service need has been determined by those providing the services.

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

The proposals involve the generation of efficiency savings by releasing properties and thereby their holding costs which can be used to offset the budget shortfall in 16/17. In addition opportunities have been identified where additional revenue can be generated by making accommodation available to the private letting market. This revenue will also be used to support the budget process.

The property estate will continue to be reviewed to ensure that it remains suitable for service delivery and income generating opportunities are being maximized.

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

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

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

The impacts of this proposal will be evaluated on:	Quarterly through the Estates Business Plan
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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		

Proposals

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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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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