

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

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

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

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

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

5. Actions to deliver the mandate

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

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

6. Additional resource/ business needs

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

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

7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Identification of cost savings and efficiencies to be made as a result of service reviews	£254k							
Process	Identification of service rationalisation opportunities for services included in the proposed model.	£100k							
Staff	Identification of staffing efficiencies as a result of service reviews	tbc							
Customer	As a new service delivery model established with a drive to maintain locally accessible services	tbc							

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

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

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

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

9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

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



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

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



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




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

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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
recreation		
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>A trust model of provision offers the potential to put services on a more sustainable financial footing. This would maintain a service offer to a much broader section of the population that if left to the private market alone which would be likely to result in higher prices which would exclude those on lower income groups which proportionately contain more older people and people with disabilities</p>	<p>All people will have opportunities to progress have access to services and thrive.</p>

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>Short term need is maintaining quality services and looking to develop sustainable business models that have long term viability. Long term business plans, investment plans and capital investment plans would all ensure the future generations are considered in this process.</p>	<p>The development of the trust will include the need for decisions to be made with the long term needs of the business/service. A board of trustees would help guide the process to ensure the correct balance is delivered.</p>
 <p>Working together with other partners to deliver objectives</p>	<p>The services in tourism leisure and culture have key stakeholders and partners that they currently work with. Internal MCC departments, Sport Wales and Art Wales, CADW, Public Health Wales and Town & Community Councils all factor heavily in working together.</p>	<p>The work around partners and delivering key programs are critical for the trust. There would be work on governance and business plans to ensure collaboration is in the centre of the model.</p>

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

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

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

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

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	The new trust will ensure levels of safeguarding are at the same levels as they currently stand inside the local authority.		
Corporate Parenting	It is essential that responsibilities currently 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.

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

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

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

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

The impacts of this proposal will be evaluated on:	As the project progresses.
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Business Change Mandate (Including Budget Mandates) Proposal Number: B02
Title: Rationalise Business Support Teams

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

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

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

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

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

What is the issue that the proposal is seeking to address?
To examine the directorate business support/admin across the organisation in order to identify possible opportunities for rationalisation, including examination of spans of control, structures and capacity.
What evidence have you got that this needs to be addressed?
It has been noted amongst managers that we have never reviewed the whole organisation's business support/administrative function. Given the reduction in resources that have taken place operationally this is an opportunity to examine the impact that has had on business support teams.
How will this proposal address this issue
It will potentially identify opportunities for redesigning arrangements to best support operational teams in an ever changing environment.
What will it look like when you have implemented the proposal
The Business support function across the organisation will have the appropriate skills, knowledge and structure to deal with the demands and individual needs of services.
Expected positive impacts
Our aim is to deliver both financial and operational benefits to individual services.
Expected negative impacts
Managers will need to become more self sufficient and embrace the benefits of the available technology within the organisations.

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2. Savings proposed

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

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

3. Options

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

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

4. Consultation

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

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

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

5. Actions to deliver the mandate

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

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

6. Additional resource/ business needs

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

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

7. Measuring performance on the mandate

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

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

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8. Key Risks and Issues

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

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

9. Assumptions

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

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

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10. Monitoring the budget mandate

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

11. Evaluation

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

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



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

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






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>Maximises the use of our business support capacity across the organisation by identifying and addressing inefficiencies in structures, practice, skills and knowledge</p>	<p>Through obtaining a clear and thorough understanding of the business support needs of the organization</p> <p>Full involvement of managers and staff in the review.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate</p>	<p>N/A</p>	

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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:	
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Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)






<p>Name of the Officer completing the evaluation Peter Davies</p> <p>Phone no: (01443) 228478 E-mail: peterdavies@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To 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>

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 identify efficiencies through the authority's disparate training functions being consolidated into one service offer. The proposal would also look to ensure that the limited training resources of the authority are focused both on the core training needs of the organization/customer base as well as sourcing opportunities to generate external training income.</p>	<p>Positive impact will be increased through:</p> <ul style="list-style-type: none"> (a) Effective engagement with training teams and the organization at large; (b) Undertaking a service review to ensure that the systems in place to administer training are as effective as possible (c) Undertaking a review of training accommodation to ensure that scope for rationalization/optimization is undertaken (d) Undertaking market testing to assess

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
		opportunities to generate external training income
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Where practicable a greater focus will be placed on being able to deliver training through e-learning or web based solutions, avoid the need for travel to and from training venues.	Training venues to be selected based on the travel times of those attending to ensure that carbon footprint and impact is minimized. Car sharing to be promoted.
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Training programmes are continuing to focus on both physical and mental wellbeing, with training being delivered based on identified needs of staff / customers.	Ensuring that systems are in place to capture organizational data around sickness reasons to ensure that training is designed accordingly.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Not applicable	Not applicable
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Not applicable	Not applicable
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Where relevant and practicable training materials will be provided in Welsh.	Marketing and generating awareness amongst staff of e-learning solutions that is also available in Welsh.
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Training programmes will continue to be designed to meet the needs of all groups no matter what their background or circumstances.	No further action deemed necessary.

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	<p>There is an acceptance that the Authority's training functions need to operate on more of a sustainable footing. This being recognized focus will be on ensuring that the most effective use of training resources is made.</p>	<p>Continuing to exploit the potential to generate external training revenues will further contribute to ensuring the sustainability of the training service.</p>
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p>Work will continue to further develop relationships with existing partners as well as to identify future partners.</p>	<p>Scoping exercise to be undertaken to look at other partner organisations, third sector organisations, businesses and training companies and the scope to undertake further collaboration work that will allow the training service to be provided more effectively or efficiently.</p>
 <p>Involvement Involving those with an interest and seeking their views</p>	<p>Senior Leadership Team, Members, Cabinet, Select Committees, Training teams, staff, partner organisations</p>	<p>Consultation will be undertaken as part of the ongoing engagement on developing budget proposals. Training teams will be engaged at all stages of the development of the proposal and business case. Continuous feedback will be sought.</p>
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>Training programmes will be designed based on identified needs.</p>	<p>Effective evaluation and measurement frameworks will continue to be developed to ensure that trainees are able to demonstrate what they have learnt and how they have applied it.</p>
 <p>Integration Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Delivering the Authority's core training needs through an effective and efficient training service will benefit staff and communities alike.</p>	<p>Training materials will look to embrace the core principles of sustainable development.</p>

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

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

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

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

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

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.

The impacts of this proposal will be evaluated on:	<p>The budget mandate is currently at outline stage. The evaluation form will continually be reviewed as part of the business case development.</p> <p>The impact of the proposal will be evaluated post-implementation and on an annual basis as part of annual training plans.</p>
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Business Change Mandate (Including Budget Mandates) Proposal Number: B3

Title: Training Service Consolidation

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

Mandate Completed by	Peter Davies
Date	14 th September 2015

How much savings will it generate and over what period?
Targeted recurrent annual savings of £50,000 with effect from 1 st 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	

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

10. Monitoring the budget mandate

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

11. Evaluation

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

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

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DRAFT

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

Title: SRS (Shared Resources Service) ICT Savings

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

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

How much savings will it generate and over what period?
Targeted recurrent annual savings of £50,000 with effect from 1 st April 2016. Note that this is an outline mandate. The full mandate and business case will be developed and finalised in time to allow implementation for 2016/17.
Directorate & Service Area responsible
The SRS is taking lead responsibility for delivery of the mandate. Monitoring and evaluation will be undertaken by the Authority's Digital and Technology team within the Enterprise Directorate.
Mandate lead(s)
Peter Davies – Head of Commercial and People Development Sian Hayward – Digital & Technology Manager Matt Lewis - Chief Operating Officer, SRS

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

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

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

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

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

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

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

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

How will this proposal address this issue

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

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

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

2. Savings proposed

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

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

3. Options

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

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

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

4. Consultation

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

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

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

5. Actions to deliver the mandate

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

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

6. Additional resource/ business needs

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

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

7. Measuring performance on the mandate

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

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

8. Key Risks and Issues

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

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

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

9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

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



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Peter Davies</p> <p>Phone no: (01443) 228478 E-mail: peterdavies@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>A move to off premise cloud solutions by the constituent authorities signed up to the SRS will in turn and in time release rack space that can be offered to commercial customers. This will result in income generation and resultant profits to be shared by authorities.</p>
<p>Name of Service</p> <p>The SRS is taking lead responsibility for delivery of the mandate. Monitoring and evaluation will be undertaken by the Authority's Digital and Technology team within the Enterprise Directorate.</p>	<p>Date Future Generations Evaluation form completed</p> <p>14th September 2015</p>


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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
change)		
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	N/A	N/A
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The overall vision for the Welsh Public Sector is to provide a centralised IT platform that enables any public sector organisation within Wales to consume IT services from a flexible cloud based platform. The secure platform will add real value to the existing PSBA (Public Sector Broadband Aggregation) network by allowing users from different organisations to collaborate and share data across the network regardless of their location. In addition to this, the service will ensure that skills and knowledge can be shared across organisations therefore removing any duplication of effort and driving significant savings for each organisation.	As above existing governance structures exist to ensure that progress is maintained.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	N/A	N/A
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and	N/A	N/A

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
recreation		
A more equal Wales People can fulfil their potential no matter what their background or circumstances	N/A – no impact identified	N/A

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

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

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

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

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

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.

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.

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

Title: Community Asset Transfer

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

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

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

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

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

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

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

How will this proposal address this issue

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

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

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

What will it look like when you have implemented the proposal

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

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

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

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

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

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

Expected positive impacts

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

Expected negative impacts

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

2. Savings proposed

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

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

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

3. Options

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

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

4. Consultation

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

Name	Organisation/ department	Date
None		

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

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

5. Actions to deliver the mandate

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

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

6. Additional resource/ business needs

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

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

7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Reduction in property holding costs	60k							

8. Key Risks and Issues

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

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

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

9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

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



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)






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

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 budget mandate involves the proposed transfer of 2 council owned buildings into community ownership to enable them to deliver local services. This will facilitate the up skilling of local communities in order for them to manage the asset and deliver the service and that the service provision is modelled at the local level.</p>	<p>To ensure the future of the community asset the property transfer document will contain safeguards to protect the asset from disposal to an alternative use.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate</p>	<p>It is proposed that the properties are disposed as existing to maintain local services, therefore there will be a neutral impact on biodiversity and</p>	<p>None</p>

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

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

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

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

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

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

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

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

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

The Localism Act 2011
 The Councils Community Asset Transfer policy
 Review of property holding costs

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

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

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

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

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

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

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

Title: Community Infrastructure Levy

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

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

How much savings will it generate and over what period?
£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

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

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

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

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

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

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

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

How will this proposal address this issue

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

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

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

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

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

What will it look like when you have implemented the proposal

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

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

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

Expected positive impacts

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

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

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

Expected negative impacts

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

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

2. Savings proposed

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

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

3. Options

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

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

4. Consultation

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

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

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

5. Actions to deliver the mandate

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

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

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

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

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

7. Measuring performance on the mandate

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

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

8. Key Risks and Issues

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

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

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

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

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

DRAFT



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

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

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





Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Positive: the proposal would focus S106 financial resources on more strategic projects which seek to make the best use of limited resources and benefit a greater number of people.</p> <p>Negative: funding would effectively be withdrawn for small scale projects.</p>	<p>15% of CIL receipts will go to the community, and is likely to be administered by the relevant Town or Community Council. TC/CCs must use this money for local level infrastructure that they consider to be of value. Some of this money could go to small scale local projects currently funded via S106, should TC/CCs wish. This could go some way to mitigate the negative effects.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and</p>	<p>Positive: S106 contributions can be used towards strategic green infrastructure and/or flood defences, where such spend meets the</p>	<p>The Council has adopted Green Infrastructure Supplementary Planning Guidance which seeks to secure a co-ordinated approach. This infrastructure</p>


Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
can adapt to change (e.g. climate change)	<p>requirements set out in the Regulations</p> <p>Negative: some smaller scale local schemes could no longer receive S106 monies, however the intention behind the GI concept is that the infrastructure is on a more strategic and joined-up level.</p>	can form part of the Council's CIL Regulation 123 infrastructure list
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Positive: the proposal would focus S106 financial resources on more strategic projects which seek to make the best use of limited resources and benefit a greater number of people. This proposal is likely to have the greatest impact on leisure related infrastructure.</p> <p>Negative: funding would effectively be withdrawn for small scale projects.</p>	The existing S106 Working Group and S106 spend approval process via Select Committee will oversee this process. It is expected that a similar process will be introduced as part of the Community Infrastructure Levy processes in due course.
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Positive: By using S106 funding in a more strategic way, new developments will have to connect with existing surrounding communities, for example by utilising improved existing play facilities rather than providing new small play areas within the site for those new residents alone.</p> <p>Negative: n/a</p>	None.
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	Positive: Legislation requires that S106 monies are spent on infrastructure related to the proposed development, and proportionate to that development. Although there is little prospect of such contributions having a global impact, sustainable development is a material planning	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?
	<p>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?
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Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p><i>We are required to look beyond the usual short term timescales for financial planning and political cycles and instead plan with the longer term in mind (i.e. 20+ years)</i></p> <p>Focussing limited funding on more strategic projects instead of multiple small scale local projects is a more sustainable long term approach.</p>	<p>No further action has been taken</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The budget mandate is predicated on working with partners to identify more strategic infrastructure that can be funded via S106 or CIL, freeing up other budgets to create a £50k budget saving.</p>	<p>The existing S106 Working Group, community engagement process operated by MCC to identify opportunities, and S106 spend approval via Select Committee represent best practice.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The budget mandate is predicated on working with partners to identify more strategic infrastructure that can be funded via S106 or CIL, freeing up other budgets to create a £50k budget saving.</p>	<p>The existing S106 Working Group, community engagement process operated by MCC to identify opportunities, and S106 spend approval via Select Committee represent best practice.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The budget mandate seeks to allocate S106 money to strategic solutions that benefit greater numbers of people and is sustainable in the longer term. The mandate therefore directly seeks to best focus infrastructure provision to avoid creating small scale projects whose long-term funding is not sustainable.</p>	<p>No further action has been taken.</p>

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The impacts of this proposal will be evaluated on:

?

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

Title: Legal Services Review Opportunities for Income Generation

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

Mandate Completed by	Robert Tranter
Date	15 th September 2015

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

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

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

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

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

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

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

How will this proposal address this issue

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

What will it look like when you have implemented the proposal

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

Expected positive impacts

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

Expected negative impacts

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

2. Savings proposed

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

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

3. Options

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

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

4. Consultation

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

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

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

5. Actions to deliver the mandate

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

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

6. Additional resource/ business needs

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

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

7. Measuring performance on the mandate

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

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

8. Key Risks and Issues

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

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

9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

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






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>To make use of existing in-house skills to generate extra fee income. Provide more effective service to other public bodies.</p>	<p>If existing capacity is insufficient for the level of potential new instructions from other public bodies then an increase in workforce may be required subject to business case.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>neutral</p>	

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

How much savings will it generate and over what period?
£80k in a full year, recurring
Directorate & Service Area responsible
Operations, Waste and Street Scene
Mandate lead(s)
HoS – Rachel Jowitt, Lead officer Carl Touhig

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

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

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

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

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

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

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

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

Increasing tonnages of “construction/ business “ type waste.

Feedback from Dragon Waste/ Viridor staff

Being on site and reviewing commercial activity

No. of disclaimers

How will this proposal address this issue

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

What will it look like when you have implemented the proposal

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

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

Expected positive impacts

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

Expected negative impacts

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

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

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

2. Savings proposed

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

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

3. Options

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

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

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

4. Consultation

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

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

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

5. Actions to deliver the mandate

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

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

6. Additional resource/ business needs

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

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

7. Measuring performance on the mandate

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

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

8. Key Risks and Issues

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

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

		to determine how much residual waste businesses are depositing					

9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

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

DRAFT



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






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

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

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

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

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

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

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

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

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

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

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

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

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

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

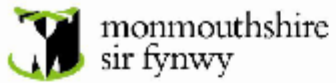
What are you going to do	When are you going to do it?	Who is responsible	Progress
Draft policy	Sep 15	Waste team	1 st draft completed
Engage Viridor to discuss successful implementation	Ongoing	Waste team	Ongoing
Select Committee Consideration	Oct 15	Waste team	
Cabinet Approval	TBC	Waste team	
Notification to businesses using the site	Feb-Mar16	Waste team	
Implementation	Apr 16	Waste team	
Monitoring of the sites & fly tipping	2016-17	Waste team	

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

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



Household Waste Recycling Centre Policy

2015

HWRC policy: 21/05/2015

1. Monmouthshire County Council

2. Household Waste Recycling Centre (HWRC) Policy

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

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

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

Section 1: Site Access Criteria

Opening times:

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

Use by non-Monmouthshire residents:

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

Vehicles permitted to use site:

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

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

Commercial Waste:

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

Failure to comply with site access policy:

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

Section 2: Waste Acceptance Criteria

Type of waste permitted on site:

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

Maximising recycling and pre-sorting waste:

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

Ownership of waste on site:

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

Hazardous waste:

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

Material acceptance list:

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

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

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

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

Section 3: Site Rules Enforcement Criteria:

28. Visitors to the HWRC must:

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

Behaviour on site:

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

Requests to leave site:

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

CCTV use:

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

Asbestos Acceptance Policy

What is classed as Asbestos waste?

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

Where can it be taken?

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

How much can be taken to a site per year?

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

How must asbestos be presented and handled on site?

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

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

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

47. Provide to site staff:

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

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

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

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

DIY Waste Acceptance Policy

What is classed as DIY waste?

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

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

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

Where can it be taken?

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

How much can be taken to a site per visit?

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

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

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

How must it be presented and handled on site?

56. Presentation:

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

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

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

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

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

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

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

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

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

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

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



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






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

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

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

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

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

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

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

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

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

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

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

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

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

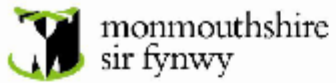
7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Draft policy	Sep 15	Waste team	1 st draft completed
Engage Viridor to discuss successful implementation	Ongoing	Waste team	Ongoing
Select Committee Consideration	Oct 15	Waste team	
Cabinet Approval	TBC	Waste team	
Notification to businesses using the site	Feb-Mar16	Waste team	
Implementation	Apr 16	Waste team	
Monitoring of the sites & fly tipping	2016-17	Waste team	

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

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

2015

HWRC policy: 21/05/2015

1. Monmouthshire County Council

2. Household Waste Recycling Centre (HWRC) Policy

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

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

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

Section 1: Site Access Criteria

Opening times:

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

Use by non-Monmouthshire residents:

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

Vehicles permitted to use site:

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

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

Commercial Waste:

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

Failure to comply with site access policy:

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

Section 2: Waste Acceptance Criteria

Type of waste permitted on site:

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

Maximising recycling and pre-sorting waste:

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

Ownership of waste on site:

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

Hazardous waste:

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

Material acceptance list:

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

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

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

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

Section 3: Site Rules Enforcement Criteria:

28. Visitors to the HWRC must:

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

Behaviour on site:

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

Requests to leave site:

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

CCTV use:

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

Asbestos Acceptance Policy

What is classed as Asbestos waste?

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

Where can it be taken?

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

How much can be taken to a site per year?

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

How must asbestos be presented and handled on site?

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

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

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

47. Provide to site staff:

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

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

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

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

DIY Waste Acceptance Policy

What is classed as DIY waste?

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

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

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

Where can it be taken?

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

How much can be taken to a site per visit?

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

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

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

How must it be presented and handled on site?

56. Presentation:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

How will this proposal address this issue

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

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

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

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

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

What will it look like when you have implemented the proposal

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

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

Expected positive impacts

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

Expected negative impacts

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

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

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

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

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

2. Savings proposed

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

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

3. Options

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

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

4. Consultation

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

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

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

5. Actions to deliver the mandate

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

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

6. Additional resource/ business needs

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

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

7. Measuring performance on the mandate

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

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

8. Key Risks and Issues

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

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

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

9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

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

DRAFT



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

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

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


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




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


Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>securing these outcomes.</p> <p>Negative: Increased application fee costs would adversely affect customers, however it will have greatest impact on the biggest applications which are typically submitted by large companies. For smaller scale applications, e.g. house extensions, the application fee is minimal compared to the project costs (e.g. application fee = £190, typical extension = £30k build cost).</p>	
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>Positive: The area of work undertaken by the planning section directly and indirectly influences the appearance, viability, safety and connectivity of communities via planning policy and land use planning decisions. Ensuring the service is financially sustainable is therefore beneficial.</p> <p>Negative: none.</p>	<p>Not all of the fee increase has been put forward as a budget saving, because the Welsh Minister explicitly states that the additional planning application fee income must be reinvested in service improvements, which would in turn benefit customers and stakeholders. The proposed mandate is considered to be the maximum reasonable compromise.</p>
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>Positive: The area of work undertaken by the post indirectly influences these matters via planning policy and land use planning decisions. The Welsh language is now a material planning consideration. Ensuring the service is financially sustainable is therefore beneficial.</p> <p>Negative: none.</p>	<p>Not all of the fee increase has been put forward as a budget saving, because the Welsh Minister explicitly states that the additional planning application fee income must be reinvested in service improvements, which would in turn benefit customers and stakeholders. The proposed mandate is considered to be the maximum reasonable compromise.</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>Positive: The area of work undertaken by the post indirectly influences equality and the ability of people to meet their potential, via planning policy</p>	<p>None.</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	<p>and land use planning decisions.</p> <p>It is important to note that the increased application fees are the result of a Welsh Government decision: this is not in the control of MCC. Access to the planning service as a customer would not be disproportionately altered as a result of the protected characteristics of age, gender reassignment, race, religion or beliefs, gender, sexual orientation, marriage or civil partnership. Applications to modify homes by people who are registered disabled are exempt from application fees. Charities receive a discounted fee.</p> <p>Negative: none.</p>	

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Balancing short term need with long term and planning for the future</p>	<p><i>We are required to look beyond the usual short term timescales for financial planning and political cycles and instead plan with the longer term in mind (i.e. 20+ years)</i></p> <p>The fee increases are the result of a WG decision. The use of the increased fees to reduce the net cost of the planning service seeks to maintain the sustainability of provision of this vital statutory service. The budget mandate notes concerns regarding the volatility of the development industry at present as economic recovery is underway.</p>	<p>Budget trends will be closely monitored to ensure the revised income line is sustainable.</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Working together with other partners to deliver objectives</p>	<p>Ensuring the planning service is properly resourced will enable effective community engagement to be maximised. Reducing the net cost of the service via increased income helps to sustain the current level of service.</p>	<p>n/a</p>
 <p>Involving those with an interest and seeking their views</p>	<p><i>Who are the stakeholders who will be affected by your proposal? Have they been involved?</i></p> <p>The application fee increases are the result of a WG decision, following public consultation, as part of the Planning (Wales) Act 2015.</p> <p>The increased income line proposed as part of this budget mandate will be subject to Member and public consultation as part of the budget setting process.</p>	<p>The forthcoming budget setting consultation process.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The proposal seeks to avoid making cuts to the service by using additional income to reduce the net cost of service delivery. The economy is showing signs of recovery, which in turn means increased development activity and an increase in the number of complex planning applications. Ensuring that a sustainable and effective planning service remains in place is essential to aiding economic recovery and delivering the Council's objective of building sustainable and resilient communities.</p>	

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p><i>There is space to describe impacts on people, economy and environment under the Wellbeing Goals above, so instead focus here on how you will better integrate them and balance any competing impacts</i></p> <p>The work undertaken by planning service directly relates to promoting and ensuring sustainable development and its three areas: environment, economy and society. It is important to ensure this work is adequately resourced, which this proposal seeks to achieve by reducing the net cost of the service without reducing capacity.</p>	<p>n/a</p>

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

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

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

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

7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Customer	Customer satisfaction with accommodation provided								
Process	% of potentially homeless prevented for at least six months (This was a statutory PI but was withdrawn for 15/16)								
Process	No. of completed homeless prevention enquiries successfully completed through assistance into the private rented sector								
Process	No. of shared housing units								
Process	No. of private leased units								
Process	Level of income								
Process	No. of B & B placements								
Process	No. of homeless applications determined								

8. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Opposition from neighbours	Operational	There is often a perception that clients assisted by the Housing Solutions Service are high risk. On occasions, individuals will breach their accommodation agreement	Medium	Medium	Medium	Applicants will be risk assessed with regards to suitability of placements	
Housing Benefit		The existing	Medium	High	Medium	Break clauses in agreements enable the Council to	

regulations could change		regulations facilitate the payment of a management charge. This potentially could be reduced				end leases Cost modelling has been undertaken assuming lower management charges. The scheme is still viable but would result in lower income.	
Demand could fall	Strategic & Operational		Low	High	Medium	Break clauses in agreements enable the Council to end leases	
Landlords may not be interested in participating in the scheme	Strategic & Operational		High	High	High	It is a priority for Housing & Communities and the Private Sector Housing Team to develop relationships with landlords. This is being undertaken through a range of methods: <ul style="list-style-type: none"> • Telephone duty system • Landlords Hub (landlord network) • Named contacts • Wider support mechanisms eg housing support • Scheme will form part of wider landlord offer • 	
Voids not filled quickly resulting in lost income			Low	High	Medium	Regular and on-going monitoring of voids	
High maintenance costs due to damage or cleaning	Operational	Past experience is that some clients will cause damage and not keep their room clean	Medium	Medium	Medium	Regular inspections Scope to recharge Agreements will be enforced, which ultimately could result in occupants being evicted.	

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That demand for housing advice and provision will continue	Historical demand statistics relating to homelessness and potential homelessness	Karen Durrant

That housing benefit regulations will not be changed in relation to management subsidies	No feedback has been received from DWP about possible changes	Karen Durrant

10. Monitoring the budget mandate

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

11. Evaluation

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

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



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)



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


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

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

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

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

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

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

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

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

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

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

Leasing proposal for approval by Cabinet			the owner. Cost modelling has commenced

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

The impacts of this proposal will be evaluated on:	March 2016. The scheme will be evaluated as part of the ongoing monitoring of the Council's Housing Solutions Service through, which forms part of the Adults Select Committee work programme
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Business Change Mandate (Including Budget Mandates) Proposal Number: B11

Title: Leadership and Management Restructure

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

Mandate Completed by	Paul Matthews
Date	15.09.15

How much savings will it generate and over what period?
The realignment of key senior posts and roles will generate £175k in efficiency savings.
Directorate & Service Area responsible
Chief Executives'
Mandate lead(s)
Paul Matthews

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

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

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

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

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

The evidence base is:

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

How will this proposal address this issue

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

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

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

What will it look like when you have implemented the proposal

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

Expected positive impacts

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

Expected negative impacts

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

2. Savings proposed

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

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

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

3. Options

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

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

4. Consultation

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

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

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

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

5. Actions to deliver the mandate

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

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

6. Additional resource/ business needs

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

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

7. Measuring performance on the mandate

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

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

8. Key Risks and Issues

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

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

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

9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

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

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

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

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

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

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

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

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

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

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

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

How will this proposal address this issue

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

What will it look like when you have implemented the proposal

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

Expected positive impacts

Expected negative impacts

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

2. Savings proposed

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

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

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

3. Options

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

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

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

4. Consultation

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

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

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

5. Actions to deliver the mandate

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

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

6. Additional resource/ business needs

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

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

7. Measuring performance on the mandate

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

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

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

8. Key Risks and Issues

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

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

9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?








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

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>At this early stage of development of this mandate the potential reduction in the quantum of funding available has been identified (£75,000) and has been distributed on a straight-line basis across all recipient bodies. The exception to this method is the proposed cessation of the £25,000 awarded to Care and Repair for the provision of the Healthy at Home scheme.</p> <p>In the next stage of the mandate development</p>	<p>Unknown at this stage until detailed discussions have taken place with recipient organisations.</p>

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The impacts of this proposal will be evaluated on:

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

Title: Highways infrastructure - Income Generation

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

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

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

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

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

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

How will this proposal address this issue

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

What will it look like when you have implemented the proposal

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

Expected positive impacts
Businesses will get valuable advertising opportunities around the county which will support commerce in the county. Car parking facilities in the towns will be improved and extra parking spaces created (Monmouth). Existing car parking regime will be reorganised to assist commerce in the towns.
Expected negative impacts
Criticism will arise about MCC defacing Monmouthshire countryside with advertising and some small businesses will complain that they cannot afford advertising costs (although we will offer smaller advertising sections where feasible to suit smaller businesses). Car parks charges will be introduced in car parks that are presently free (albeit other free options remain), some car parks will be short stay (to improve turnover for shoppers), charging blue badge holders is being considered although mitigation is also envisaged e.g. an additional 'free' hour.

2. Savings proposed

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

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

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

3. Options

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

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

4. Consultation

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

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

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

5. Actions to deliver the mandate

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

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

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

6. Additional resource/ business needs

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

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

7. Measuring performance on the mandate

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

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

Staff / Customer									
Budget	Gross income versus expenditure and timeline for generating income	Net £150k							

8. Key Risks and Issues

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

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

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9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

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

DRAFT



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




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>Advertising supports local businesses and employment. Increased car parking and better management of existing car parking helps business and retail within the towns.</p>	<p>The new car park order will introduce a change to the current charging regime. New charges will be applied to some car parks within the authority rather than the current free offer. In addition blue badge holders will incur a charge but extra money is being invested into the car parks and blue badge holders will be given extra parking time by way of mitigation and similar to schemes in some other LA's.</p>

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The impacts of this proposal will be evaluated on:	Quarterly post implementation
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Business Change Mandate (Including Budget Mandates) Proposal Number: B14

Title: Grounds maintenance- funding review.

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

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

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

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

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

What is the issue that the proposal is seeking to address?
Seeking to adjust the style of planting in parks and open spaces thereby reducing costs of provision plus altering how we manage and maintain certain facilities but without the loss of any service or amenity.
What evidence have you got that this needs to be addressed?
Response to known budget pressures upon the authority for at least the coming three years
How will this proposal address this issue
Reduces service provision costs whilst maintaining displays and amenities. It is proposed that sites will be planted with wild flowers thereby saving time and expenditure on plants etc, Linda Vista to be maintained by Green Fingers with support from the Council and for Chepstow Cemetery to be maintained by the overall Grounds team based in the South rather than having a dedicated sexton.
What will it look like when you have implemented the proposal
The public will see different styles of floral displays that compliment the Council's 'bee friendly' policy and other amenities. The maintenance of Linda Vista and Chepstow cemetery remain available and maintained but will either be maintained in partnership with other providers or an alternative service delivery model developed by reconfiguring reduced council staff numbers.
Expected positive impacts
The revised displays are largely well received and users will see little difference in Linda Vista and the cemetery
Expected negative impacts

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

2. Savings proposed

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

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Stop purchasing bedding plants and subsequent mgt costs (watering etc.)and revert to using wild flower seeds for displays		Saving of £46k but outlay of £11k for seeds and ongoing maintenance – net benefit £35k		35k				£35k
Transfer maintenance to Green Fingers		Save half of one operative – benefit £13k		13k				£13k
Remove sexton post at Chepstow cemetery and fulfil sexton role with area team and staff trained within the area team to take sexton role		Save one operative - £27k (includes some O/T allowance)		£27k				£27k

3. Options

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

Options	Reason why Option was not progressed	Decision Maker
Withdraw any displays and grass over all beds	Loss of decorative impact of flower displays	Head of service
Withdraw from Linda Vista maintenance	Unnecessary as Green fingers are taking on the role at no cost	Head of service
Maintain a sexton at Chepstow cemetery	Although not ideal and members of eth public will not have a sexton on site the use of the mobile team is sufficient to maintain the cemetery	Head of service

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
	Green fingers	July '15

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	20/07/2015	
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

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

5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Purchase seeds and prepare beds	Commercial and Operations Manager	spring
Agree with Green fingers	ditto	Already done
Agree to sexton retirement	ditto	Next year

6. Additional resource/ business needs

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

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Additional funding for seeds and to prepare beds – mentioned above	From existing budget	

7. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
budget	Saving achieved	£75k							

8. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Reduction in service for cemetery especially as staff are being cut back in the OSS as well	operational	Less staff means those remaining are under greater strain to fulfil current service standards	medium	Locally high	medium	Recognise the sensitivity of the service and emphasise upon staff importance of meeting demands	lower

9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?
Results of planting regime during Summer'16, cemetery ongoing	



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






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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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






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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

What is the issue that the proposal is seeking to address?
Reduces budget within the Highways section whilst seeking to protect basic service levels for essential safety services e.g. winter maintenance
What evidence have you got that this needs to be addressed?
Overall MTFP position requires net revenue budget reduction and the Continuance agreement accepts that highways expenditure will be reduced to protect the Council's priorities.
How will this proposal address this issue
Removes labour, transport and materials cost from the highways maintenance budget.
What will it look like when you have implemented the proposal
The County Highways Operations budget will reduce by 3 full time staff (£100k with O/T and employer's on costs etc.) leaving budget for 29 full time operatives (of which 2 are inspectors). 2 Staff will transfer to SWTRA funding and one post will be lost. A vehicle will be removed from the fleet and material usage (and budget) will reduce with the reduction in manpower leading to the inevitable reduction in works undertaken.
Expected positive impacts
The essential safety services of winter maintenance, snow clearing, emergency response will be maintained but staff may be required from the SWTRA, grounds maintenance and waste teams to supplement the county highways teams
Expected negative impacts

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

2. Savings proposed

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

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

3. Options

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

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

4. Consultation

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

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

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

5. Actions to deliver the mandate

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

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

6. Additional resource/ business needs

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

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

7. Measuring performance on the mandate

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

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

8. Key Risks and Issues

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

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

9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

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



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)






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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Title: Flexible Employment Options

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

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

How much savings will it generate and over what period?
Targeted recurrent annual savings of £50,000 with effect from 1 st April 2016. Note that this is an outline mandate. The full mandate and business case will be developed and finalised in time to allow implementation for 2016/17.
Directorate & Service Area responsible
The People Services department in the Enterprise Directorate is taking lead responsibility for delivery of the mandate.
Mandate lead(s)
Sally Thomas, Interim HR Manager

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

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

What is the issue that the proposal is seeking to address?
To generate awareness with staff who are interesting in accessing the Authority's flexible benefits and employment packages, notably in the form of negotiating reduced hours, taking unpaid leave or purchasing additional annual leave.
What evidence have you got that this needs to be addressed?
The proposal is seen as an appropriate means by which to reduce the Authority's pay bill without affecting staff terms and conditions.
How will this proposal address this issue
Any staff wishing to reduce hours, take unpaid leave or purchase additional annual leave will, where departments are able to accommodate the resultant reduction in staff resources, result in a reduction in the Authority's pay bill.
What will it look like when you have implemented the proposal
An increased number of staff accessing flexible benefits and employment packages such as to allow the mandate savings to be achieved.
Expected positive impacts
For staff wishing to access the benefits available this can ensure provide flexible working arrangements for the staff concerned.
Expected negative impacts
There are potential service impacts that would need to be managed by departments who would encounter a reduction in staff resources as a result of flexible benefit packages being taken up by staff. Some departments would ultimately need to address the resultant shortage in resources with the consequential impact being that there was no net saving to the Authority. Care would also need to be taken to avoid double counting of savings where existing or proposed staff restructures are factoring in staff who have put themselves forward to work reduced hours.

2. Savings proposed

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

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

3. Options

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

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

4. Consultation

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

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

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

5. Actions to deliver the mandate

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

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

6. Additional resource/ business needs

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

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

7. Measuring performance on the mandate

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

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

8. Key Risks and Issues

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

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

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

9. Assumptions

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

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

10. Monitoring the budget mandate

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

11. Evaluation

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

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

Karen Smith – People Services Systems and Support Manager

DRAFT



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

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






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

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

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

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

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

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

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

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

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

Flexible working application procedure
Hours and leave policy

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

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

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

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

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

<p>The impacts of this proposal will be evaluated on:</p>	<p>The budget mandate is currently at outline stage. The evaluation form will continually be reviewed as part of the business case development.</p> <p>The impact of the proposal will be evaluated post-implementation and on a regular basis as part of ongoing policy review.</p>
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Business Change Mandate (Including Budget Mandates) Proposal Number: B17

Title: Business Rates Evaluation.

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

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

How much savings will it generate and over what period?
Anticipate one off savings of £140,000 will be generated in 2016/17. With ongoing savings of £40,000 within Service Budgets from 2017/18.
Directorate & Service Area responsible
Chief Executives: Revenues Team
Mandate lead(s)
Joy Robson

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

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

What is the issue that the proposal is seeking to address?

The Authority pays Business Rates on many of the properties that it owns. We have a contract with Cooke & Arkwright to provide advice and to lodge appeals to the Valuation Office on our behalf. If these appeals are successful, the Authority receives a one off refund of backdated rates paid which is a windfall receipt. Following receipt of any refund the Business Rates chargeable in the next financial year are reduced to reflect the amended Rateable Value. Thereby generating a saving to the Service Department.

What evidence have you got that this needs to be addressed?

Periodically Rateable Values across Wales are reviewed by the Valuation Office. The last revaluation took place in 2010 with the next expected in 2017. In the interim period Cooke & Arkwright work with this 'list'.

The 'list' was recently reviewed by Officers within the Revenues Team and representatives of Cooke & Arkwright. This identified that there were a number of appeals in the pipeline that could potentially result in a refund to the Authority.

How will this proposal address this issue

This is an ongoing piece of work, however refunds have not previously been budgeted due to the uncertainty surrounding the outcome of any appeal that is taken.

What will it look like when you have implemented the proposal

There will be a one year only budget for refunds for 2016/17. Any further estimation of successful rating appeals will have to wait until the new revaluation list is produced by the Valuation Office.

Expected positive impacts
Closer overseeing of Consultants work plan.
Expected negative impacts
Proposal largely follows existing work patterns, however if some of the appeals prove unsuccessful, this will now cause an over spend in the budget.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed £
				16/17 £	17/18 £	18/19 £	19/20 £	
Corporate – one off saving	0	140,000	0	140,000	0	0	0	140,000
All Directorates – on going saving	0	40,000	0	0	40,000	0	0	40,000

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
A full review of Business Rates paid by the Authority has been undertaken. This information has been used	It is felt that there is sufficient confidence that the appeals will be successful so that a one off budget for 2016/17 can be created	Ruth Donovan

to identify previous trends and to assess the outcome of previous appeals One option would be to continue current practice and not budget for this windfall income		
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4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Cabinet member for resources Revenues Manager	Finance	July/ August

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	Various meetings as budget preparations progress	None
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
None required		

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
To continue to lodge appeals with the Valuation Office and to monitor and report progress	Cooke & Arkwright	Continuous through 2015/16 and 2016/17
To review and monitor progress against the plan on a quarterly basis	AHOF Revenues/Revenues Manager/ Cooke & Arkwright	Continuous through 2015/16 and 2016/17
To monitor refunds received by the Authority on a monthly basis	AHOF Revenues	Continuous through 2015/16 and 2016/17

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
None required		

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus-	Indicator	Actual	Actual	Actual	Actual	Target	Target	Target	Target
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Budget / Process / Staff / Customer		2016/17	2017/18	2018/19	2019/20	2016/17	2017/18	2018/19	2019/20
Budget	Value of NDR refunds received to the Corporate Budget					140,000	0	0	0
Budget	Reduction in budget for Business Rates (various departments)					0	40,000	0	0

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Time it takes the Valuation Office (VO) to review the appeals that are lodged	Operational	The VO's focus is currently on the 2017 Revaluation exercise. As a consequence, resources to handle appeals have been reduced by three quarters	Possible	Minor	Low risk	None available, it is only the VO who can make decisions in this area. We will continue to meet with Cooke and Arkwright to press for progress on the appeals that have been lodged	Low risk
Appeals are rejected by the VO	Operational	Not every appeal is successful and may be disputed	Possible	Minor	Low risk	Cooke & Arkwright are experienced in this field and are realistic in the recommendations that they make	Low risk
Increases in Rateable Values	Operational	Valuations can go up as well as down	Possible	Minor	Low risk	Cooke & Arkwright are experienced in this field. Analysis since 2010 indicate that this is a relatively rare occurrence	Low risk
Timing of	Operational	The timing of when	Possible	Minor	Low	None available, this is out of our hands.	Low risk

appeal decisions		decisions are made determines the financial year that the refund is received against			risk	However we will continue to meet with Cooke and Arkwright to press for progress on the appeals that have been lodged	
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9. Assumptions

Describe any assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Assume that the Authority will continue to receive refunds for any appeals that are lodged with the Valuation Office	A review of MCC Business Rates since the 2010 list was produced indicates that the Authority has received refunds in each financial year. The amounts vary year on year. However analysis of the list of appeals pending does indicate that the proposed saving can be achieved.	Ruth Donovan

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
Quarterly throughout 2016/17	Ruth Donovan – Assistant Head of Finance: Revenues, Systems & Exchequer



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Ruth Donovan</p> <p>Phone no: 01633 644592 E-mail: ruthdonovan@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Mandate B17</p> <p>Budget for refunds received, following appeals to the Valuation Office, for Business Rates paid by the Authority in respect to the properties that it owns.</p>
<p>Name of Service</p> <p>Revenues, Systems & Exchequer</p>	<p>Date Future Generations Evaluation form completed</p> <p>26th August 2015</p>






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>	Positive – ensuring resources are used efficiently	n/a
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	n/a	n/a

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	n/a	n/a
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	n/a	n/a
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	n/a	n/a
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	n/a	n/a
A more equal Wales People can fulfil their potential no matter what their background or circumstances	n/a	n/a

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Adds to the financial resilience of the Authority</p>	<p>n/a</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>n/a</p>	<p>n/a</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>n/a</p>	<p>n/a</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>n/a</p>	<p>n/a</p>
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>n/a</p>	<p>n/a</p>

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	n/a	n/a	n/a
Disability	n/a	n/a	n/a
Gender reassignment	n/a	n/a	n/a
Marriage or civil partnership	n/a	n/a	n/a
Race	n/a	n/a	n/a
Religion or Belief	n/a	n/a	n/a
Sex	n/a	n/a	n/a
Sexual Orientation	n/a	n/a	n/a
Welsh Language	n/a	n/a	n/a

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	n/a	n/a	n/a
Corporate Parenting	n/a	n/a	n/a

5. What evidence and data has informed the development of your proposal?

- Review of Business Rates paid by the Authority since 2010
- Review of outcome of appeals to the Valuation Office since 2010
- Refunds received since 2010
- Schedule of appeals utilised by Cooke & Arkwright

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

None identified

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Regular monitoring of progress against plan	Quarterly	AHOF – Revenues, Systems & Exchequer	

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	A quarterly basis
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Business Change Mandate (Including Budget Mandates) Proposal Number: B18

Title: Strategic Property Review

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

Mandate Completed by	Deb Hill-Howells & Ben Winstanley
Date	14 th September 2015

How much savings will it generate and over what period?
£160k in 16/17
Directorate & Service Area responsible
Estates, Enterprise
Mandate lead(s)
Deb Hill-Howells & Ben Winstanley

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?
Reduce property holding costs, maximise the use of and generation of income from the Councils property portfolio.
What evidence have you got that this needs to be addressed?
Revenue is being allocated to hold properties which diverts income from front line service delivery, ongoing financial pressures and good asset management practices require that the property portfolio is regularly reviewed. This is to ensure that it is fit for purpose, meets the needs of service providers and users and income streams are being maximised whilst expenditure is minimised.
How will this proposal address this issue
This proposal identifies a number of opportunities to reduce holding costs through the relinquishing of leases, maximising the occupancy of staff at County Hall and rationalising our depots holdings. Revenue generation will be through the creation of arm's length companies that enable us to let and manage our property assets within a commercial environment and the identification of additional rental generation opportunities.
What will it look like when you have implemented the proposal
Non location sensitive staff would be centralised within our Usk headquarters. This will require adaptations to J & E block to accommodate the additional staff. Current indications are that approximately 95 staff could be accommodated in J block and 38 in E block. J block is currently leased to Coleg Gwent, however they will shortly be relinquishing their lease. E block is currently used to store our red files, electoral registration storage and legal / planning documents. In addition the bus drivers mess room is located within a converted toilet block at the far end of the building. This can be accessed separately from the remainder of the building and it is proposed that this use continues. It is proposed to re-locate the legal, planning and electoral registration storage to the residual element of the registrars building (as there is no toilet provision). Red storage can either be provided off site through a private provider (current estimates are in the region of 15k pa based on existing storage) or within surplus areas of other buildings (we are advised that there are school premises with residual capacity that could meet this need). This will enable the provision of 38 workspaces in a discrete environment which would be suitable for Social Services teams who need to operate within a confidential zone. This will however leave a residual requirement for the elections team as they will need suitable accommodation to manage the annual election process. It is proposed that the SW ground floor corridor of J block is sub divided into meeting space which is

available 11 months of the year, and blocked booked for the elections team for the duration required to manage the election. This will involve the rooms being capable of temporary sub partition to maximise meeting space when not being used by elections as well as installing security locks controlling access when appropriate and the creation of a self-contained access point for the delivery of postal votes, issuing of ballot boxes etc. This option enables us to design the space to maximise use, however management procedures will still need to be implemented during the election period to control vehicular movements, security, public access etc. J block is a cellular building that is in need of both maintenance and refurbishment to accommodate staff. Designs are being produced and it is anticipated that 90 workstations could be provided, accommodating circa 200 staff. Due to the cellular layout of the building, the office accommodation will have a different configuration to the headquarters building and refurbishment costs will be minimised wherever possible. Costs for the works to be both E and J block are expected to be in the region of £1,500,000, but this is subject to more detailed design work to determine and accurate figure.

Re-locating staff to County Hall will enable us to reduce holding costs at Innovation House and to advertise and secure private tenants, thereby generating a rental income. The timing of this will be determined by the securing of funding and completion of adaptations to J & E block as detailed above.

It is proposed to establish an arm's length agency to manage the letting of residential properties on the basis of assured shorthold tenancies, a practice that has been widely adopted in English authorities. The purpose of this would be entirely to generate rental income from our existing estate as well as the acquisition of additional properties dependent on demand. In addition it is proposed that an arm's length development company is established to manage the development of existing assets as well as the acquisition of commercial investment opportunities. The requirement to create both companies is to streamline decision making to enable commercial opportunities to be undertaken, whilst ensuring that net profits flow back to the Council. Further appraisal is required to establish the legal frameworks and funding opportunities that would accrue from such a proposition and the benefits and dis-benefits to the Council.

The depot holdings would be rationalised, in particular the grounds and highways crews would be re-located from Llanfoist depot to enable a partial release for alternative development. Early discussions with the planning authority have indicated that industrial uses would be acceptable.

We will continue to relinquish leases where possible and maximise revenue generation from surplus and investment assets.

Expected positive impacts

More opportunities to act in a commercial manner and generate income streams. Reducing property holding costs to support front line service delivery

Expected negative impacts

Potentially negative reaction to MCC creating commercial arm and competing in private market to generate profit, potential negative reaction from users and colleagues affected by proposals to reduce assets.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Property Services or Estates, dependent when Innovation House holding budget is transferred from Property Services to Estates.	368k	50k		100k				Reduction in running costs as a result of the re-location of staff to County Hall (this includes 3 months rates relief, cancelling the clearing contract and reduced utility costs).
Arm's length companies		10k (income not saving)		10k				This will be derived from the residential agency service. Given the early stage of this proposal, this income remains high risk. Too soon to define potential in forthcoming years.
Various services	15k	10k		10k				Termination of leases. The saving is the rental due to the landlord. The remaining budget is made up of utilities etc. and will be required to support their alternative provision.
Operations, Depots rationalisation, part release of Llanfoist	147k	20k		20k				Further work required to ascertain alternative provision at the waste transfer station at

deport								Llanfoist.
Increased rental income	1,400k income target 15/16	20k additional rental income		20k				Income derived from letting additional properties (TIC in Abergavenny) and rental uplifts where possible.

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Do nothing	This is not sustainable and would not result in effective estate management	Estates
Retain Innovation House as an operational asset and operate from split headquarters	This would not enable us to maximise the use of Usk County Hall and would also prevent us from generating an additional revenue stream. Also travelling expenses being incurred by colleagues travelling between the sites (estimated at approx. 5 – 6 k per annum).	Estates
Operate residential lettings via MCC Estates team	Due to the secure nature of the tenancies that we are required to provide this would not be possible.	Estates

4. Consultation

Have you undertaken any initial consultation on the idea(s)?

Name	Organisation/ department	Date
Initial discussion with Service leads undertaken whilst developing Property Review	Operations / Social Services/ Enterprise	August / September 15

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
Will need to undertake further detailed work to ascertain the viability of the arm's length companies proposed	Estates	

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Serve notice on leases that are no longer required.	BW	asap
Innovation House, revenue savings	CH or RO'D (dependent on where budget sits)	Available at point property is vacant.
Establish legal, funding position and staffing structure for arm's length company & therefore viability of proposals	DHH/BW	
Work with Operations to establish viability of re-locating users from Llanfoist depot and other rationalisation proposals within property review	BW & RH	To be determined

Conclude designs for J & E block, secure funding and undertake refurbishment works	RO'D	Sept - June
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6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Specialist advice on options for incorporation and legal structure of company	External providers	
Specialist advice on funding options and how to ensure that the profit generated is pass ported back to MCC	External providers & Finance colleagues	
Lessons learnt from English authorities already operating similar models	Peer organisations	
Design & Funding for the refurbishment works to J& E block	MCC Capital	Technical provision for design & construction works
Letting agents for Innovation House	Revenue (Estates)	

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Income generated through arm's length vehicles	10k							
Budget	Savings generated through the rationalisation of the estate	130k							

Budget	Meeting income projections	20k							

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Legal or technical impediments to proposed creation of arm's length companies	operational	New venture for the authority, format of structure and support of members needs to be established.	Medium	High	High	Undertake specialist discussions as soon as possible to understand appropriate frameworks and lessons learnt from English authorities. Consultation with members to mitigate any concerns over loss of control	Medium
Operations unable to rationalise depots	operational	Initial discussions have confirmed that the proposal is feasible, but more detailed work required to ascertain detail.	Low	High	Medium	Working with Operations to rationalise holdings without compromising service requirements (i.e. retain salt barn insitu on Llanfoist but free up remainder by consolidating at former tip site across the road)	Medium
As property budgets are devolved to service areas unable to drive or maximise savings and rationalisation	strategic	Innovation House budget highlights that whilst Estates hold responsibility for management of the property portfolio and this mandate, all budgets are devolved making it difficult to drive savings.	Medium	Medium	Medium	Work with Finance colleagues to ascertain the opportunities to centralise property holding costs to Estates to enable them to identify greater opportunities for savings.	Medium

Unable to identify funding necessary to undertake adaptation works to J & E block	operational	No funding stream identified and capital pressure significant due to 21 st century schools programme	High	High	High	Design will be minimalistic, however will still need to ensure that it is compliant with legislation and provides equality of access.	High

9. Assumptions

Describe any assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Members will support the creation of arm's length companies	Would only be able to derive some of the proposed income stream if service is delivered through arm's length company (residential letting agency) due to the nature of the tenancy agreements.	Council
Leases will be able to be relinquished by services.	Discussions ongoing with services and Estates regarding the re-location of the service into suitable alternative accommodation.	Service managers
Operations are able to rationalise their depots holdings without impacting service delivery or breaching contract arrangements with Sewtra	Discussions with Head of Operations and preliminary review of the depots estate.	Head of Operations
Adaptations will be undertaken at County Hall to enable the revenue savings to be made and future income generated through commercial lettings.	If funding is not forthcoming to undertake adaptations to J & E blocks we will not be able to secure any revenue savings for Innovation House. In addition we will not be able to let the floor space to private tenants, further reducing our revenue liabilities as well as generating a rental income stream.	

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
Quarterly through Estates Business Plan	Ben Winstanley & Deb Hill-Howells







<p>Name of the Officer completing the evaluation Debra Hill-Howells & Ben Winstanley</p> <p>Phone no: 01633 644281 E-mail: debrahill-howells@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Mandate B18</p> <p>To reduce property holding costs and additional revenue opportunities from our property estate.</p>
<p>Name of Service</p> <p>Estates, Community Delivery</p>	<p>Date Future Generations Evaluation form completed</p> <p>17th September 2015</p>


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 mandate seeks to rationalize the properties used to deliver services thereby reducing property holding costs and creating budget savings to help retain jobs.</p>	<p>The mandate does contain proposals to vacate Innovation House in Magor, relinquish the lease at White Swan Court and rationalize depot holdings. Alternative accommodation will be provided at County Hall for staff vacating Innovation House and the service at White Swan Court is being re-located at Overmonnow Learning Centre.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate</p>	<p>The proposals impact on existing properties, therefore there will be no new impacts on biodiversity and ecosystems.</p>	<p>We already undertake a programme to implement renewal technologies and will continue to do so where viable.</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
change)		
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	No impact as this relates to the built environment only.	None
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The property review has considered the need to deliver services locally and from as few buildings as possible to maximize their value to citizens whilst reducing operating costs.	The community hubs will where ever possible be the primary location for delivery of services within a local community. The hubs are being improved to maximize the buildings efficiencies and staff are currently being trained to deliver an integrated service. Community learning where possible will also be delivered through the hubs.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Services are delivered locally and procurement for building adaptaions will be undertaken through approved frameworks.	Procurement legislation and best practice will be observed.
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	No impact as this mandate involves a review of the property portfolio.	None
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Adaptations to J & E block will be undertaken to ensure that there is equality of access, wherever possible to the built environment.	Design plans are being developed to ensure that they are compliant with current regulations.

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	<p>Rationalising the property estate will ensure that public funds are not being wasted on accommodation that is not needed. The review has had regard to strengthening communities through hubs, and community asset transfer policy as well as future proposals such as the M4 relief road and LDP.</p>	<p>Sustainability has been considered through the implementation of renewable technologies, local community need (CAT) and the impact of buildings and sites by the Local Development Plan. MCC has adopted a Community Asset Transfer policy in advance of the Localism Act 2011 be adopted in Wales.</p>
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p>The proposals impact largely on properties owned and occupied by MCC staff. There are however contractual arrangements in place with agencies such as SEWTA and the proposals have been designed to ensure that response times to severe winter weather will not be impacted.</p>	<p>The CAT mandate identifies the opportunities to utilize our properties to work collaboratively with our local communities.</p>
 <p>Involvement Involving those with an interest and seeking their views</p>	<p>The properties impacted are occupied by MCC only. Internal services have been consulted as part of the development of the property review.</p>	<p>We have engaged with services and will continue to do so as the proposals are finalized.</p>
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>The property review is seeking to minimize unnecessary expenditure on property assets.</p>	<p>Property review is evaluating performance of the property estate and how to best use limited and decreasing financial resources without impacting negatively on front line service provision.</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p data-bbox="315 422 499 651">Positively impacting on people, economy and environment and trying to benefit all three</p>	<p data-bbox="533 212 1328 454">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 data-bbox="533 486 1328 798">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 data-bbox="1350 212 2125 411">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	

5. What evidence and data has informed the development of your proposal?

A property review has been undertaken that considers the holding costs of operational properties, number of users and the location sensitive nature of the services being provided. This has been used to develop a series of recommendations. Those proposals that involve revenue generation have been tested with commercial agents to establish the viability of the proposals. Service need has been determined by those providing the services.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The proposals involve the generation of efficiency savings by releasing properties and thereby their holding costs which can be used to offset the budget shortfall in 16/17. In addition opportunities have been identified where additional revenue can be generated by making accommodation available to the private letting market. This revenue will also be used to support the budget process.

The property estate will continue to be reviewed to ensure that it remains suitable for service delivery and income generating opportunities are being maximized.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Quarterly through the Estates Business Plan
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Business Change Mandate (Including Budget Mandates) Proposal Number: B19
Title: PS&FM – Various Efficiency Saving Review

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

Mandate Completed by	<i>Rob O'Dwyer</i>
Date	<i>20/08/15</i>

How much savings will it generate and over what period?
£100K – 2016/17
Directorate & Service Area responsible
Operations/Property Services & Facilities Management
Mandate lead(s)
Rob O'Dwyer

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

This proposal is seeking to help reduce the MTFP deficit and provide an efficient and effective property and facility management service

What evidence have you got that this needs to be addressed?

Confirmation from the Head of Finance that the MTFP is in deficit.

How will this proposal address this issue

This proposal will reduce the authorities' expenditure on building maintenance, health and safety, facilities management, procurement and support services by £100,000.

What will it look like when you have implemented the proposal

- **The Corporate Building Maintenance Budget will be reduced by £20,000. This will reduce the funds available to spend on emergency and planned cyclical maintenance within the authorities public buildings**
- **The PS&FM budget will be supplemented by £15,000 of additional income from purchase rebates via the use of procurement cards.**
 - **Office Services £2,000**
 - **Catering £2,500**
 - **Cleaning £1,500**
 - **Maintenance £9,000**

- **The PS&FM manpower budget will be reduced by £35,000. The Resources, Office Services and Facilities Management teams will be amalgamated into one unit responsible for reception services, administration, finance, and post and facilities management at Usk HQ.**
- **The number of vehicles and associated fuel and maintenance costs will be reduced by sharing transport resources between the catering and cleaning services. £10,000**
- **The supplies and services budget will be reduced by £20,000.**

Expected positive impacts

- **The benefit of a reduction in the Corporate Building Maintenance budget will be £20,000 less pressure on the MTFP.**
- **Benefits of Purchase Cards include: -**
 - **Reduces transaction time for MCC and suppliers**
 - **Meets WG targets for paying suppliers on time**
 - **Is in line with WG procurement policy requirements**
 - **There will be £15,000 less pressure on the MTFP**
- **Restructuring of the Office Services, Resources and FM teams will reduce the pressure on the MTFP by £35,000. The new team will be more flexible enabling fewer resources to be more economically deployed and cover a range of duties.**
- **Reduction in transport provision for the Catering and Cleaning services will deliver £10,000 less pressure on the MTFP.**
- **Reduction in supplies and services budget will reduce pressure on the MTFP by £20,000.**

Expected negative impacts

- **The authorities built assets will maintained to a minimum standard only in order to achieve statutory compliance and maintain safety for all users.**

- Limited resources will be stretched further.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
PS&FM – CBM Reduction	826,000	20,000	Nil	20,000				20,000
PS&FM – P Cards	1,500,000	15,000 (1%)	Nil	15,000				15,000
PS&FM - Restructure	415,250 inc trainees	35,000	Nil	35,000				35,000
PS&FM – Transport Reduction	£45,406 cleaning £23,518 catering	10,000	Nil	10,000				10,000
PS&FM – Reduction in supplies and services	£125,989	20,000	Nil	20,000				20,000
							Total	100,000

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (See options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Shut down specific building, mechanical or electrical installations in order to reduce	This would have a detrimental effect on the ability of accommodation to provide fit for purpose facilities for the delivery of effective services to the public.	Head of Property Services and Facilities Management

expenditure for statutory annual maintenance		
Maintain 3 separate service units (FM, Office Services, Resources)	Resource reduction required to deliver required budget saving would adversely affect all teams ability to deliver a fit for purpose service.	Head of Property Services and Facilities Management
Amalgamate transport provision throughout Catering, Cleaning and Property Services	Reduction in available transport for all services will reduce the availability of adequate transport for critical H&S and maintenance services.	Head of Property Services and Facilities Management
Reduce the supplies and services budget by £35,000 via withdrawal from Technical Index software	Alternative provision of Building Regulation documents in lieu of technical index would increase net budget requirement.	Head of Property Services and Facilities Management

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Roger Hoggins	Head of Operations	July 2015
Rob Nancarrow	Head of FM	August 2015
Deb Jackson	Transport Manager	August 2015
Stacey Jones	Accountant	August 2015
Phil Kenney	PS&FM Maintenance Manager	August 2015
Mark Jones	PS&FM Business Manager (responsible for Resources and Office Services)	August 2015
Bob Dennis	H&S Manager	August 2015
Agresso Board	Lisa Widenham	2014 to August 2015
Scott James	Procurement Manager	August 2015
Sue Day	Procurement Assistant	August 2015
Mike Long	Design Manager	August 2015
Maintenance Service Officers		September 2015

Office/Resources/FM Officers		September 2015
Design Service Officers		September 2015
Claire Robins	Mandate Coordinator	September 2015

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	June/August 2105	None
Other Service Contributing to / impacted (Finance)	June/August 2015	None
Senior leadership team	August 2015	6 separate mandates combined in to Mandate 26A
Select Committee	Pending	
Public or other stakeholders	Pending	
Cabinet (sign off to proceed)	Pending	

Will any further consultation be needed?		
Name	Organisation/ department	Date
Estates Manager	MCC Estates	September 2015 - April 2016

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Consult Employee Services regarding restructure proposals (Process to be undertaken using new MCC Restructure Protocol)	Rob O'Dwyer	Sept 2015
Consult Unions regarding restructure proposals	Rob O'Dwyer	Sept 2016
Draft new structure for Office Services	Rob O'Dwyer	Sept 2016
Consult all PS&FM staff on initial mandate requirements	Rob O'Dwyer/Mark Jones/Rob Nancarrow	Sept 2015
Consult Members (Member engagement drop in sessions)	Rob O'Dwyer	22 nd and 24 th of Sept 2015
Consult staff and unions on restructure proposals	Rob O'Dwyer/Mark Jones/Rob Nancarrow	October 2016

Consult Strong Communities Select committee	Rob O'Dwyer	22 nd of Oct 2015
Draft new JD's for office Services	Mark Jones/Rob Nancarrow	Oct 2015
Agresso Board Approval for introduction of P Cards in PS&FM	Scott James/Sue Day	Oct 2015
Dialogue with Suppliers for introduction of P Cards	Scott James/Sue Day	Nov 2015
Obtain Cabinet approval for all mandates	Rob O'Dwyer	Dec 2015
Budget reduction following cabinet approval	Stacey Jones	TBA
Briefing from Maintenance Manager and Head of PS&FM to Building Surveyor, Clerks of Works and Help Desk re Corporate Building Maintenance budget reduction	Phil Kenney/Rob O'Dwyer	Jan 2016
Briefing from Facilities Manager to catering and cleaning operational staff regarding transport cost reduction	Phil Kenney/Rob O'Dwyer	Jan 2016
Notification to all building managers of budget reduction and the intention to continue with essential works only	Phil Kenney	Jan 2016
Commence refurbishment of J Block in Usk as part of the accommodation review Phase 2	Mike Long	Jan 2016
Place affected staff at risk from the restructure of Office Services, Resources and Facilities Management	Rob O'Dwyer	Jan 2016
Appoint staff to new roles within Office Services	Mark Jones/Rob Nancarrow	Jan 2016
Lodge new purchase cards	Scott James/Sue Day	Jan 2016
Implement revenue budget reduction	Stacey Jones	TBA
Monitoring of impact on built assets by COW and Building Surveyors	COW and Building Surveyors	April 2016 onwards
Move staff and FM support teams to Usk	Mike Long/Morley Simms	April 2016
Monitoring of impact on service by Head of PS&FM and Business Manager	Rob O'Dwyer/Mark Jones	April 2016 onwards
Monitoring of impact on built assets by COW and Building Surveyors	COW and Building Surveyors	April 2016 onwards
Monitoring of impact on budget to ensure saving is being delivered	Stacey Jones/Rob O'Dwyer/Dave Loder	Monthly and quarterly commencing May 2016

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Capital investment in refurbishment of J Block at Usk and other office	Separately identified in Capital Working Group as a financial pressure and mentioned specifically in	Nil

accommodation requirements	Mandate No 26	

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Expenditure against budget								
Client	Client satisfaction survey/Post Occupation Survey								
Service provider	COW/Building Surveyor condition appraisal								

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		

FM and Office Services are unable to vacate Innovation House by 1 st April 2016	Operational	Potential for slippage on refurbishment of Usk	1	5	5	Commence refurbishment with adequate budget and time to complete by the 1 st of March	0
Possibility of Innovation House being let as serviced accommodation with FM and reception support provided by PS&FM	Operational	Unlikely to sell or let Innovation House to a sole company and therefore likely to have multiple occupants requiring some FM support	2	4	8	Ensure that any requirements of the letting agreement at Innovation House are factored into the overall staffing requirement for PS&FM	2
Remaining planned maintenance programme struggles to deliver fit for purpose establishments	Operational	Backlog maintenance programme currently stands at £25M	5	3	15	Ensure that highest priority works remain in programme	10
Additional income generation via services being offered to additional clients may require investment in training and ICT	Operational	Additional potential income streams have been identified and business plans are being prepared	2	4	8	Take advantage of free training via professional bodies and collaborative arrangements	4
Adverse weather	Operational	Previous weather conditions have	3	5	15	Ensure that sufficient capital planned maintenance is carried out at the authorities	12 (Risk is only reduced)

conditions		impacted on the amount of maintenance work required and put the CBM budget under pressure				properties in order to minimise the impact at key sites	at key sites that have received sufficient planned maintenance
Lack of availability of vehicles during periods of high demand and emergencies	Operational	Previous incidents have required the use of vehicles when not planned	2	4	8	Put arrangements in place to use PS&FM pool cars as a contingency arrangement	4

9. Assumptions

Describe any assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Innovation House will close by the 31 st of March 2016 and all PS&FM staff will be based at Usk HQ	The proposed restructuring of FM and Office Services relies on a reduced level of resource looking after Usk only without the need for reception, post and FM support for Innovation House.	Head of Property Services and Facilities Management
Suitable staff are available within the PS&FM Department to carry out fire risk assessments	Initial consultation with staff has identified officers with interest to take on new duties.	Head of Property Services and Facilities Management
Rebate % will be maintained at 1% for Purchase Cards	Rates offered by Barclaycard could change but for the period of the contract as tendered by Welsh Government it will remain at 1%.	Head of Property Services & Facilities Management and Procurement Manager
Weather conditions will be manageable within the corporate building maintenance budget limitations	Assumption is being made that weather conditions will be similar to those experienced in 13/14 and 14/15.	Head of PS&FM and Maintenance Manager

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
Quarterly evaluation commencing July 2016	Head of Property Services and Business Manager as part of quarterly Business Plan review.
Monthly evaluation commencing May 2016	PS&FM Service Managers and group accountant as part of the budget monitoring process.







<p>Name of the Officer – Rob O’Dwyer</p> <p>Phone no: 07786114512 E-mail: robertodwyer@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>This proposal is seeking to help reduce the MTFP deficit by introducing a range of efficiencies to the Property and Facility Management service.</p> <p>Mandate B19</p>
<p>Name of Service</p> <p>Property Services & Facilities Management</p>	<p>Date Future Generations Evaluation form completed</p> <p>05/09/2015</p>


1. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Positive – This proposal will help balance the authority’s Medium Term Financial Plan and ensure resources are allocated effectively to ensure optimum value for money and improvement against the authority’s aims and objectives outlined in the Single Integrated Plan and Improvement Plan</p>	
<p>A resilient Wales</p>	<p>Negative – Proposal will reduce the level of</p>	<p>Ensure reduced revenue programme is prioritised</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	revenue investment and potentially reduce life cycle benefits to the authority's built assets	appropriately to reduce impact on long term environmental performance in order to meet requirement set out by the (Building Research Establishment (BRE), WG and MCC
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Positive – Proposal maintains investment in high priority Health & Safety works in order to maintain the health and wellbeing of staff and visitors using the authority's assets	This will be monitored by the H&S working group.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Positive – Proposal will work with communities to ensure priorities are maintained and services are delivered to provide optimum value.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Positive – The proposal is committed to delivering works and services in a way that reduces the impact on the environment and minimizes energy usage and carbon emissions.	The proposal will also look to provide training and recruitment opportunities for local people.
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Positive – This proposal will continue to prioritise full access to leisure facilities across the county via a programme of access improvements to leisure centres.	
A more equal Wales People can fulfil their potential no matter what their background or circumstances		

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Budget reductions instigated by this proposal will be targeted at areas with the least impact on life cycle running costs. This will help to ensure the future revenue budgets are not put under unsustainable pressure and ensure that buildings provide fit for purpose accommodation to meet the needs of the public</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>This proposal will be delivered via the use of private and public partnerships with contractors and other public bodies to ensure resources are used effectively and with optimum efficiency.</p>	<p>Partnerships have been established with Torfaen CBC, Blaenau Gwent CBC and Caerphilly CBC together with Contractor partnerships</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>This proposal has involved consultation with: -</p> <p>Head of Operations, Head of FM, Transport Manager, Accountant, PS&FM Maintenance Manager, PS&FM Business Manager (responsible for Resources and Office Services), H&S Manager, Lisa Widenham, MCC Procurement Manager, Procurement Assistant, Design Manager, Mandate Coordinator</p> <p>Further consultation will be undertaken with Elected Members and Senior Officers and all effected staff.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Resources in preventative maintenance will be reduced as part of this proposal, however key areas of the authority covering education, social services, and maintaining access to public services will be prioritized.</p>	<p>Processes and procedures used to deliver preventative and cyclical maintenance in the authority are being improved in order to ensure that the impact of budget reduction is minimized</p>

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p data-bbox="143 347 284 376">Integration</p> <p data-bbox="315 212 499 400">Positively impacting on people, economy and environment</p> <p data-bbox="109 408 483 437">and trying to benefit all three</p>		

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Neutral		
Disability	Proposal will prioritise investment in disability access improvement to ensure MCC residents and visitors have greater access to MCC accommodation		
Gender reassignment	Neutral		
Marriage or civil partnership	Neutral		
Race	Neutral		
Religion or Belief	Neutral		
Sex	Neutral		
Sexual Orientation	Neutral		
Welsh Language	This proposal will reduce maintenance expenditure and prioritise statutory compliance including compliance with Welsh language measures of 2011 over discretionary improvement works.		

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	This proposal will reduce expenditure on reactive and responsive maintenance at the authority's establishments. However the budgets will be prioritized to ensure that work programmes are maintained for key areas of supporting vulnerable people and education of children. This will ensure that safety, wellbeing and access is maintained and improved for these key priorities		
Corporate Parenting			

5. What evidence and data has informed the development of your proposal?

The following documents have been considered in the development of this proposal: -

- Maintenance Business Plan 2015/16
- Catering and Cleaning Business Plan 2015/16
- Corporate Procurement Business Plan 2015/16
- MCC Single Integrated Plan
- MCC Improvement Plan
- MCC Asset Management Plan
- Welsh Purchasing Consortium Framework Programme
- School H&S Risk Assessments

The following Key Performance Information has been considered in the development of this proposal: -

- National Data Unit Wales – Asset Management KPI's
- MCC Customer Satisfaction Questionnaire responses

On going Consultation

- We will continue to consult in line with our mandate consultation plan and this consultation will continue to shape this proposal.

The following budget information has been considered in the development of this proposal: -

- MCC Medium Term Financial Plan
- Capital Budget Monitoring 2015/16
- Revenue Budget Monitoring 2015/16

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The main positive impact of this proposal is the contribution to balancing the authority's Medium Term Financial Plan and ensuring that Property Services and Facility Management resources are allocated effectively to deliver the aims and objectives outlined in the Single Integrated Plan and Improvement Plan.

The main negative impact of this proposal is a reduction in funds available to spend on preventative and reactive maintenance requirements within the authority's built assets. This could lead to a premature need for major capital investment.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Further consultation with stakeholders, clients and front line officers to discuss measure to mitigate the impact of budget reductions on services being received by the public.	Sept 2015 – April 2016	Rob O'Dwyer	

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:

a quarterly basis within the 2016/17 PS &FM Business Plan

Business Change Mandate (Including Budget Mandates) Proposal Number: B20

Title: Review of service provision for children with special educational needs with the authority. (phase 3)

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

Mandate Completed by	<i>Stephanie Hawkins – Principal Officer Additional Learning Needs</i>
Date	<i>September 2015</i>

How much savings will it generate and over what period?
£200,000 in 2016/17.
Directorate & Service Area responsible
Children and Young People
Mandate lead(s)
Key Lead: Stephanie Hawkins Project Team: Sharon Randall Smith Cath Sheen Richard Austin Jill Thomas

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the Future Generations Evaluation and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

The objective of the proposal is to consider how best the Authority could meet the needs of pupils with moderate to severe learning difficulties in specialist placements within Monmouthshire schools. The special needs resource bases that provide placement for pupils at the more severe end of the spectrum are full utilised, however, the facility which is designated for moderate learning difficulties pupils with social and emotional learning difficulties is currently underutilised and is not meeting the needs of Monmouthshire pupils as directed by Statement of Special Educational Needs.

What evidence have you got that this needs to be addressed?

The current provision is an SEN Resource Base, made up of 2 classes and funded by the Authority. (Based within Deri View School) It supports pupils in the Foundation Phase and Key Stage 2 (pupils aged 4 to 11 years) with special educational needs: namely those who are experiencing learning difficulties to a moderate degree (general cognitive ability of less than 70) usually with additional social, emotional and behavioural difficulties (SEBD). In addition, placement may be considered at the resource base for some pupils who fall outside this strict criteria but for whom the appropriate educational professionals consider its resources and facilities appropriate. Admission to the Resource Base has been widened to consider pupils with more severe learning difficulties and/or an Autistic Spectrum Disorder with learning difficulties. This Resource Base currently is underutilised by pupils from Monmouthshire and has 7 pupils who could either be supported in mainstream or need more specialist provision. The pupil numbers in the SNLB have declined over time and significantly in the last 3 years. The current provision is not fully utilised in Deri View Primary School, the cluster area or Monmouthshire as a whole, as evidenced by the reduction in numbers.

The provision does not fulfil the original brief for the school or the Local Authority as defined by the 'aims of the SNRB'. The intention of the SNRB was to provide interim support for pupils with SEBD/MLD from across Monmouthshire. Its strategic impact has been minimal and given the reduction in number it is no longer providing the school or the Local authority with value for money. The needs of the school are now focused on early intervention within the community to close the gap in attainment between pupils in an area of high deprivation. Both research and our experience shows that where education within the mainstream classroom is appropriate with the relevant support it can be hugely beneficial in developing skills to prepare our children and young people to become as independent as possible. **(see projected pupil numbers for SNRB attached)**

How will this proposal address this issue

This proposal will allow Deri View Primary School to concentrate their resources on the provision of Early Years intervention and use the specialist resources within school to support this.

What will it look like when you have implemented the proposal

There will be 2 special needs facilities one in the north and one in the south which will support the needs of pupils who are experiencing a range of difficulties including moderate to severe, profound & complex, autistic spectrum disorder and other pervasive developmental disorders. Children that are integrated into mainstream classes will access to appropriate skilled support in order to ensure that we meet their individual needs. Integrating all children where appropriate will have a positive impact on those pupils in already mainstream. Learning to interact and appreciate those with additional learning needs would have a positive impact on our adults of the future and our cohesive society.

Expected positive impacts

An underused facility that does not meet the needs of the children in Monmouthshire will be closed. To allow the school the use of the two classrooms for Early Years Intervention or any other support they deem necessary. We believe this potential impact is minimal due to the small number of children and in order to mitigate against this we will ensure that the support provided is of a specialist nature and that training is provided to mainstream staff the school if required. This will only potentially impact one school in Monmouthshire (Deri View) where there is significant experience and skills available to fully support this transition. There will be minimal disruption for the pupils as they are already familiar with the building, teaching & support staff and other pupils.

Expected negative impacts

We recognise that the inclusion of this small number of pupils into mainstream may have a distracting influence in the classroom for other pupils. We believe this potential impact is minimal due to the small number of children and in order to mitigate against this we will ensure that the support provided is of a specialist nature and that training is provided to mainstream staff the school if required. This will only potentially impact one school in Monmouthshire (Deri View) where there is significant experience and skills available to fully support this transition. There will be minimal disruption for the pupils as they are already familiar with the building, teaching & support staff and other pupils

There could be potential redundancy costs following the implementation of the protection of employment policy.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?							
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year			Total Savings proposed
				16/17	17/18	18/19	
Additional Learning Needs SNRB	£200,000.	£200,000		200,000			£200,000

provision							

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed
1. Continue with the running of the Special Needs Resource Base (SNRB) within Deri View.	The resource base is currently underutilised and has 7 pupils that could be supported in mainstream or more specialist provision. The current provision is equipped and resourced to accommodate 24 children. The current provision has not been able to fulfil the original brief for the school or the local authority as defined by the 'aim of the SNRB'.
2. Close all 3 Resource Bases (Overmonnow, Pembroke) and support all children in mainstream education.	This option was not cost effective and could potentially result in lost specialism.

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date

Stephanie Hawkins	Principal Officer, Additional Learning Needs	
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Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	3rd September 2015	
Other Service Contributing to / impacted		
Senior leadership team	8th September 2015	
Select Committee	12th November 2015	
Public or other stakeholders	In line with consultation & engagement plan	
Cabinet (sign off to proceed)	21st October 2015	
Neighbouring Local Authorities		
Head Teacher, teachers and parent of children attending Deri View Primary School	See attached statutory consultation process.	
Governing Body of schools in Abergavenny Cluster		
Staff and parents of children attending the SEN unit at Deri View Primary		
Church in Wales Diocesan and RC Diocesan		
Welsh Ministers		
Local AM – Nick Ramsey		
Local MP – David Davies		
Estyn		
Educational Achievement Service		
Regional Transport Consortium		
Professional Associations and Trade Unions		
Police and Crime Commissioner		
Abergavenny town council, Llantillo Pertholey Community Council.		
Admission Forum		
Local Community First Partnership		
SNP Cymru Parent Partnership Service		
Child Development Team, Aneurin Bevan Health Board.		

Will any further consultation be needed?

All consultation will be carried out in in line with statutory consultation rules.

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc.

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
No capital expenditure anticipated. The building is in good state of repair for the 2 rooms to be given back to the school.	Not applicable	
Project Management	This will be provided by the current management team within CYP.	
Potential redundancies estimated costs (at worse) £54,000.	In line with policy. If applicable any redundancy costs will not come out of the ALN budget.	

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Target 2016/17	Target 2017/18	Target 2018/19
Project Plan	Complete all milestones with the agreed timeline						
Children	Measureable outcomes of pupil performance						
	Estyn						
	Attendance						

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
In the future a child with moderate learning difficulties and SEBD can not have their needs met in Deri View special needs resource base.	Operational		Low	Low	Low	Staff training to build capacity in school.	

9. Assumptions

Describe any assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That the children who leave the resource base will have their needs met locally.		
That staff will be subject to protection of employment policy and will be supported to find re-deployment.		

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders		

Cabinet (sign off to proceed)		
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Will any further consultation be needed?		
Name	Organisation/ department	Date

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
Via the SIP and usual budget monitoring process.	Head of service, DMT, select.



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STATUTORY CONSULTATION DOCUMENT

Proposal to close the Special Needs Resource Base at Deri View Primary School for pupils aged 4 to 11 years with moderate learning difficulties and social emotional and behavioural difficulties.

Author: Stephanie Hawkins

Date: September 2015



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Please contact/Cysyllter a: Stephanie Hawkins
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E-Mail/Ebost: Stephaniehawkins@monmouthshire.gov.uk
Web/Gwefan: www.monmouthshire.gov.uk

To: Statutory Consultees and Other Interested Parties

21 September 2015

Dear Consultee,

RE: PROPOSAL TO CLOSE THE SPECIAL NEEDS RESOURCES BASE AT DERI VIEW PRIMARY SCHOOL FOR PUPILS AGED 4 to 11 YEARS WHO HAVE MODERATE LEARNING DIFFICULTIES AND SOCIAL, EMOTIONAL AND BEHAVIOURAL DIFFICULTIES.

On 20th September 2015, a Cabinet Decision was made to commence consultation on the proposal to close the Special Needs Resource Base for pupils aged 4 to 11 years who have moderate learning difficulties and social, emotional and behavioural difficulties based in Deri View Primary School, Abergavenny.

The proposal does not necessitate any building works or refurbishment, therefore the intention is for this change to be implemented in April 2016.

The consultation period must be at least 42 days, with at least 20 of these being school days. To comply with this requirement the consultation period will commence on 19 October 2015 and will close on 27 November 2015.

Any comments can be made by completing the response proforma at the back of the consultation document and returning it by email to stephaniehawkins@monmouthshire.gov.uk or by post to the above address.

Alternatively, you can attend a 'drop-in' session at Deri View Primary School on the 19 October, 2015, 6.30pm to 8pm.

Yours sincerely,

Stephanie Hawkins
Principal Officer
Additional Learning Needs

STATUTORY CONSULTATION REPORT

THE PROPOSAL

As part of the Additional Learning Needs (ALN) review Monmouthshire County Council proposes to close the Special Needs Resource Base (SNRB) in Deri View Primary School as this is an underused which does not meet the needs of the Authority or the school as it has not been able to fulfil the original brief for the school or the Local Authority as defined by the “Aims of the SNRB”. Its strategic impact has been minimal and it has neither provided the school or the Local Authority with value for money. The needs of the school are now focused on early intervention within the community to close the gap in attainment between pupils in an area of high deprivation.

The current 7 children on roll in the SNRB will be supported either in the mainstream school or in 2 cases directed by statement of special educational needs to specialist provision.

The proposal would not require any building work or refurbishment, but would require a staffing restructure.

BACKGROUND INFORMATION

Deri View Primary School is a community primary school situated in the small market town of Abergavenny in the north west of Monmouthshire. It was opened in September 2005 following the closure of three smaller local schools. The school which has a capacity for 410 pupils but currently only has 256 on roll. The Nursery has the capacity to offer 60 places in the morning and afternoon sessions but currently has 27 children in the morning and 29 children in the afternoon. The SNRB has capacity for 24 children but currently has 7 children on roll who are all subject to a Statement of Special Educational Needs. There is a Local Authority Children’s Centre, “Acorn Centre”, attached to the school from which Flying Start and Family First Projects operate.

The area surrounding the school is economically and socially mixed where there is some degree of disadvantage. The majority of pupils who attend Deri View come primarily from the local housing estates where there is a high level of social and financial disadvantage and from the wider area of Abergavenny town. 42% of pupils are entitled to free school meals. This is 11% above the Monmouthshire average, Deri View being the only school in Monmouthshire with over 32% of pupils entitled to receive free school meals.

99.4% of pupils come from English speaking homes and no pupils speak Welsh as a first language at home. The remaining pupils come from other ethnic groups. 4 pupils are Looked After by the Local Authority and there are 5 pupils on the Child Protection Register. School report that pupils’ ability on

entry is generally lower than the Local Authority average. 64 pupils on roll have been identified as having special educational needs of these 11 pupils have Statements of Special Educational Needs (SEN), 34 pupils are at School Action and 19 pupils at School Action Plus of the SEN Code of Practice Wales (2002). However, a large number of pupils are identified as being vulnerable and are supported through intervention programmes, the school's Family Support Worker, Social Services and other voluntary organisations, i.e. Young Carers.

School reports that a high proportion of pupils on roll present with high levels of deprivation and poor acquisition of the early years basic skills including language and social development. The school is currently working with Monmouthshire Local Authority to develop a supported Early Years intervention to remediate this.

The SNRB admits pupils in the Foundation Phase and Key Stage 2 (children aged 4 to 11 years) with complex special educational needs; namely those who are experiencing learning difficulties to a moderate degree (General Cognitive Ability of less than 70) usually with additional social, emotional and behavioural difficulties (SEBD). In addition, placement may be considered at the SNRB for some children who fall outside this strict criteria but for whom the appropriate educational professionals consider its resources and facilities appropriate. In order to increase the effectiveness of the SNRB admittance has been widened to consider children with more severe learning difficulties and/or an Autistic Spectrum Disorder with learning difficulties.

From its outset, the SNRB has never been intended as a long term placement for children, however, the aim of the SNRB was to work with children who present with the difficulties outlined above and then successfully return them to their mainstream school by helping them develop the academic, social and emotional skills to allow independent learning and positive social and emotional functions. To date no children placed by the Local Authority in the SNRB have been returned to their substantive placement.

PUPIL PLACES

The pupil numbers for the SNRB detailed below have been provided by the school and are also included in the school's number. The SNRB was full at 24 pupils in May 2007 and this continued until July 2011. The situation has been in decline since that time as the figures provided by the school evidence.

Year	Autumn Term Pupil Numbers	Spring Term Pupil Numbers	Summer Term Pupil Numbers
2012-13	12	12	12
2013-14	16	16	16
2014-15	16	9	7

Admission numbers at Deri View Primary School are as follows:

Year	Total Capacity	Number of Pupils on Roll	Number of Pupils in SNRB
2012-13	420	278	12
2013-14	420	260	16
2014-15	420	256	7

The pupil projection below are based on the numbers on roll as at January 2015 pupil level annual school census (plasc) data and the pupils born within the schools catchment area. They also take into account current parental preference trends and pupils generated from proposed housing developments within the schools catchment area. These forecasted figures do not reflect parental preference, and parental choice for Welsh medium or faith schools.

Year	Total Capacity	Projected Number of Pupils in SNRB
2015-16	252	4
2016-17	276	1
2017-18	290	1
2018-19	296	1
2019-20	304	0

INSPECTION FINDINGS January 2013

The school's current performance	Adequate
The school's prospects for improvement	Adequate

Current performance

The school's performance is adequate because:

- standards in literacy, particularly in speaking, listening and reading, are improving;
- most pupils show steady progress in developing good numerical skills;
- many pupils with additional learning needs attain the expected level at the end of the key stage;
- pupils' wellbeing, including behaviour and attendance rates, is an excellent feature of the school;
- pupils with complex, special and additional learning needs are very well supported; and

- the support pupils receive to overcome any difficulties in their personal backgrounds and circumstance is very effective.

However:

- standards in English, mathematics and science are weak overall;
- pupils' skills in thinking, independent working and information and communication technology skills (ICT) are weak; and
- pupils' Welsh language skills and knowledge about Wales are limited.

Prospects for improvement

The school's current performance	Adequate
The school's prospects for improvement	Adequate
The school's current performance	Adequate
The school's prospects for improvement	Adequate

Prospects for improvement are adequate because:

- the Head teacher has a clear strategy to improve provision and raise pupil standards;
- the school's self-evaluation report is honest, analytical and accurate;
- the school improvement plan has clear objectives derived from the self-evaluation plan and it has clear targets which the Head teacher and the senior leadership team monitor regularly;
- performance management for all staff, including teaching assistants, is clearly linked to pupil outcomes; there is a clear focus on the national priorities of literacy and numeracy and, in particular in the context of the school, to tackling social disadvantage.

However:

- the long-term budget deficit has yet to be resolved.

The school was removed from Estyn monitoring in 2015.

Resource Implications and Costs

There is no capital expenditure anticipated, the building is in a good state of repair. However, should this proposal be put into practice there will staffing implications for the school; all staff employed at the school will be subject to the protection of employment policy which includes redeployment to other schools. If staff were not redeployed there would be a one off redundancy cost. The approximate total redundancy cost could be £55,000 if we were unable to redeploy staff.

TRANSPORT AND ENVIRONMENTAL IMPACT

2 pupils will be transported to out of county specialist schools 1 term earlier than they would have been due to transfer.

EXPECTED BENEFITS AND DISADVANTAGES

Expected benefits of the closing the SNRB are:

- More pupils will continue to have their educational needs met within their local mainstream primary school.
- Maximising Monmouthshire's Local Authority resources to ensure effectiveness of provision.
- Allowing Deri View Primary School to focus their resources on the development of Early Years intervention and to use to their best effect the specialist resources within school to support this.

Possible disadvantages are:

- Two key stage 2 pupils would be transferred to specialist placement one term (March to August 2015) earlier than anticipated.
- The discrete facility sited in the school for children with social, emotional and behavioural difficulties (SEBD) will no longer be available.

CONCLUSION

The provision has not been able to fulfil the original brief for the school or the Local Authority as defined by the "Aims of the SNRB". The intention of the SNRB was to provide interim support for pupils with SEBD/MLD from across Monmouthshire. This has not materialised and has supported a small number of children from within the host school only. Its strategic impact has been minimal and it has neither provided the school or the Local Authority with value for money. The needs of the school are now focused on early intervention within the community to close the gap in attainment between pupils in an area of high deprivation. No other schools would be adversely affected by the proposal.

TIMETABLE FOR STATUTORY CONSULTATION

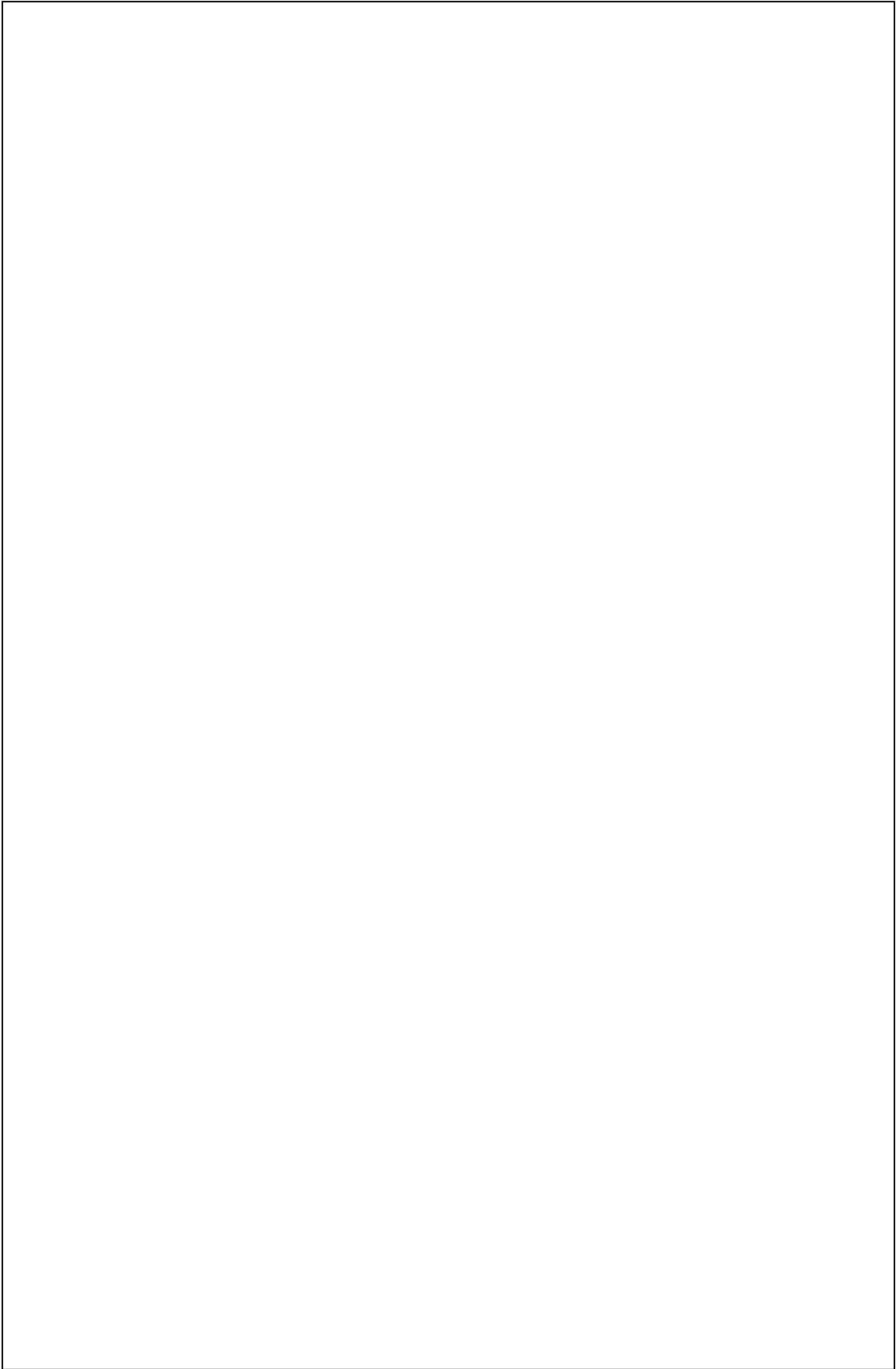
DMT	4 September 2015
Cabinet Report and EQIA to be written (as per template)	20 September 2015
Final cabinet report with comments, recommendations and EQIA to be sent to Sarah King for SLT	25 September 2015
Final Cabinet Report updated to Sarah King	2 October 2015
Cabinet Meeting	7 October 2015
Call in period ends	5pm 16 October 2015
Statutory Consultation Period commences (6 week period, at least 20 days have to be school days)	19 October 2015
Open Evening to be held at Deri View Primary School and on 19 October 2015: Staff 3.30pm, Governing Body 5.30 pm, Parents and Other Interested Parties 6.30 – 8pm	19 October 2015
Statutory Consultation Period ends	27 November 2015
Report to be written including details of the consultation and outlining specific comments and the answers provided	
Report to DMT x 2	2 and 22 December 2015
Report to SLT	
Report to agree to publish statutory notice to be sent to Sarah King	
CYP Select	14 January 2016
Final cabinet report with comments, recommendations and EQIA to be sent to Sarah King	
Cabinet Meeting to consider comments and whether a Statutory Notice will be published.	3 February 2016
Statutory Notice to be drafted	17 February 2016
Statutory Notice published (must publish notice within 26 weeks of consultation end and on a school day)	
28 day objection period ends (must include at least 15 school days)	16 March 2016
Objection report to be written if objections received.	
Objection report and supporting documentation to be submitted to Sarah King for a final decision by Cabinet	6 April 2016
Cabinet Decision	20 April 2016

RESPONSE PRO FORMA

The proposal being consulted on is to close the Special Needs Resource Base at Deri View Primary School, Abergavenny.

We would welcome your views on this proposal and any suggestions or alternatives you would like us to consider.

Please complete and return this form to Additional Learning Needs, Monmouthshire County Council, @Innovation House, Wales 1 Business Park, Newport Road, Magor NP26 3DG, or by email to stephaniehawkins@monmouthshire.gov.uk



APPENDIX 1

DISTRIBUTION LIST FOR STATUTORY CONSULTATION

- Neighbouring Local Authorities
- Headteacher, teachers and parents of children attending Deri View Primary School
- Governing body of schools in the Abergavenny Cluster
- Staff and parents of children attending the SEN Unit at Deri View Primary
- Church in Wales Diocesan and Roman Catholic Diocesan
- Welsh Ministers
- Local AM – Nick Ramsay
- Local MP – David Davies
- Estyn
- Education Achievement Service (EAS)
- Regional Transport Consortium
- Professional Associations and Trade Unions
- Police and Crime Commissioner
- Abergavenny Town Council, Llantillo Pertholey Community Council
- Admission Forum
- Local Community First Partnership
- SNAP Cymru Parent Partnership Service
- Child Development Team, Aneurin Bevan Health Board.

APPENDIX 2

EQUALITY IMPACT ASSESSMENT

The “Equality Initial Challenge”

Name: Stephanie Hawkins Service area: Additional Learning Needs Section, CYP Date completed: August, 2015		Please give a brief description of what you are aiming to do. To close the special needs resources base at Deri View Primary School	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age	2 pupils will be directed by statement of special educational needs to a specialist school earlier than anticipated		
Disability			Where reasonable adjustments can be made all children with a disability will be fully integrated into purpose built, DDA compliant mainstream school.
Marriage + Civil Partnership		X	
Pregnancy and maternity		X	
Race		X	
Religion or Belief		X	
Sex (was Gender)		X	
Sexual Orientation		X	
Transgender		X	
Welsh Language		X	

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤	➤
➤	➤

Signed:

Designation:

Dated:

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Policy author / service lead	Name of assessor and date

1. What are you proposing to do?

2. Are your proposals going to affect any people or groups of people with protected characteristics in a **negative** way? If **YES** please tick appropriate boxes below.

Age		Race	
Disability		Religion or Belief	
Gender reassignment		Sex	
Marriage or civil partnership		Sexual Orientation	
Pregnancy and maternity		Welsh Language	

3. Please give details of the negative impact

4. Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

5. Please list the data that has been used to develop this proposal? eg Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc..

Signed:

Designation:

Dated:

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge”		Please give a brief description of the aims proposed policy or service reconfiguration	
Name of the Division or service area		Date “Challenge” form completed	
Aspect of sustainability affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
PEOPLE			
Ensure that more people have access to healthy food			
Improve housing quality and provision			
Reduce ill health and improve healthcare provision			
Promote independence			
Encourage community participation/action and voluntary work			
Targets socially excluded			
Help reduce crime and fear of crime			
Improve access to education and training			
Have a positive impact on people and places in other countries			
PLANET			
Reduce, reuse and recycle waste and water			

Reduce carbon dioxide emissions			
Prevent or reduce pollution of the air, land and water			
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)			
Protect or enhance visual appearance of environment			
PROFIT			
Protect local shops and services			
Link local production with local consumption			
Improve environmental awareness of local businesses			
Increase employment for local people			
Preserve and enhance local identity and culture			
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc			
Increase and improve access to leisure, recreation or cultural facilities			

What are the potential negative impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
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➤	➤
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The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

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- If you have assessed the proposal/s as having a **Negative Impact** could you please provide us with details of what you propose to do to mitigate the negative impact:

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Signed:

Dated:



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Stephanie Hawkins</p> <p>Phone no: 01633 644486 E-mail:</p>	<p>Please give a brief description of the aims of the proposal.</p> <p>Mandate B20</p> <p>The objective of the proposal is to review the current specialist provision Monmouthshire provides for children with special educational needs both within Monmouthshire and outside of the Local Authority. We need to ensure that the provision provided for our children and young people is fit for purpose, meets the needs of our community, is robust, flexible and sustainable both now and in the future.</p> <p>The proposal is as described below: 2016-2017</p> <ul style="list-style-type: none"> • To close the Special Needs Resource Base at Deri View Primary School for pupils aged 4 to 11 years with moderate learning difficulties and social, emotional and behavioral difficulties.
<p>Name of Service</p> <p>Additional Learning Needs - CYP</p>	<p>Date Future Generations Evaluation form completed</p> <p>14 September 2015</p>




1. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.



Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth,</p>	<p>The proposal will offer an inclusive education as close to home and the local community as</p>	<p>No negative actions</p>

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
provides jobs	possible. There may be some staff redundancies as the skill set and expertise for teaching staff may be different.	All staff will be subject to Monmouthshire Staff protection of Employment Policy and will be supported with re-deployment.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N/A	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Children being educated in mainstream school will have access to a wider peer group, which will fulfill Authorities ambition for greater cohesion.	All extra circular activities will accessible to all children at the school and we will encourage as many as possible to participate fully.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	N/A	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	N/A	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	There are great opportunities for children to access sport, art and recreation within a fully inclusive mainstream setting.	All sport, art, & recreation activities will be accessible to all children at the school and we will encourage as many as possible to participate fully.
A more equal Wales People can fulfil their potential no	Positive: As more of our children will be educated in mainstream schools in Wales our children will	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
matter what their background or circumstances	benefit from our culture where children and young people meet their potential via our teaching standards. In our mainstream school there is a greater range of diversity, culture and opportunities to share experience.	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Balancing short term need with long term and planning for the future</p>	This proposal will enhance the inclusion agenda and ensure it meets Monmouthshire and Welsh Government long term strategic aims for full inclusion.	We are ensuring we plan and take into account any changes, by being flexible and actively listening to our communities. This is stage 3 of the ALN review therefore we already have completed extensive consultation and we will continue to consult during the development of stage 3.
 <p>Working together with other partners to deliver objectives</p>	We'll continue to collaborate with children's services and work in line with their strategy of educating Monmouthshire children in mainstream schools within their own communities.	We continue to work with our partners in Health and Social Care to plan the education of our most vulnerable pupils.
 <p>Involving those with an interest and seeking their views</p>	In line with the statutory consultation we will carry out extensive engagement and statutory consultation. (See timetable for statutory consultation)	We continue to work with schools and the community as well as counsellors to ensure all have a voice and are able to feed back to us. We will continue to listen and shape our services following the consultation.

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Monmouthshire schools have a delegated budget to utilize to support special needs pupils at 'school action' and 'school action plus' of the SEN Code of Practice. (Wales),</p>	<p>We will be planning to work even closer with schools and clusters to support schools make best use of their resources. The Local Authority has a responsibility to support all schools with budget planning and managing change.</p>
 <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>More children will be included in mainstream education.</p>	<p>During our monitoring and evaluation it is even more evident that children will benefit from being educated in their local school. Less children will be travelling round the county, this will also have social and financial benefits.</p>

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	n/a	No	
Disability	Monmouthshire will continue to meet the needs of all children with disabilities.	n/a	n/a
Gender reassignment	n/a	n/a	n/a
Marriage or civil partnership	n/a	n/a	n/a
Race	n/a	n/a	n/a
Religion or Belief	n/a	n/a	n/a
Sex	n/a	n/a	n/a
Sexual Orientation	n/a	N/a	n/a
Welsh Language	We will continue to follow our policy to teach Welsh in all Monmouthshire schools.	n/a	n/a

4. **Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities?** For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Staff will deliver specific safeguarding duties and ensure the school's systems and processes that need to be in place to keep learners safe are robust and resilient. School staff have the knowledge and understanding of statutory guidance in Wales which applies to all educational settings. All school staff will understand their responsibility in regards to abuse and neglect.	To our knowledge there are no negative impacts that would affect safeguarding.	We positively promote safeguarding as everyone's responsibility. We provide regular training, regular updates and audits to ensure all of our provision is as safe as can be. Systems will be regularly reviewed by the school and Estyn.
Corporate Parenting	The council has a corporate duty to consider Looked After Children especially and promote their welfare (as though those children were their own).	To our knowledge there are no negative impacts that would affect corporate parenting.	We continue to review the impact of all our decisions that may affect Looked After Children. We will highlight any negative impacts should they be evident.

5. What evidence and data has informed the development of your proposal?

We engaged (2014 and 2015) with children and young people, parents and staff regarding their views on how the Local Authority should continue to meet the needs of children with learning disabilities.

We have used Estyn and School data to shape our proposal.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The main positive of this proposal is that Monmouthshire will close a special needs resource base which does not meet the needs of children and young people within the County as is evidenced by the decline in pupils who attend the base. Due to all the evidence gathering, information, outcome data and consultation the impact on this decision will be limited and the evidence suggests this solution meets the needs of Monmouthshire Children.

We recognise that the inclusion of this small number of pupils into mainstream may have a distracting influence in the classroom for other pupils. We believe this potential impact is minimal due to the small number of children and in order to mitigate against this we will ensure that the support provided is of a specialist nature and that training is provided to mainstream staff the school if required. This will only potentially impact one school in Monmouthshire (Deri View) where there is significant experience and skills available to fully support this transition. There will be minimal disruption for the pupils as they are already familiar with the building, teaching & support staff and other pupils

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Ensure the LA follows the Statutory guidelines covering school closure.(2 classes SNRB)	Within the attached timeline, Appendix 1	Stephanie Hawkins	Progress will be measured by pupil attainment against teacher targets.
Ensure that the transition plan is carried out to minimize any potential disruption to all pupils and staff.	Plan will be developed with the team once the statutory consultation is completed and well in advance of start of the transition process.	Stephanie Hawkins	Progress measured against the plan. Review of effectiveness following integration. (in line with agreed outcomes)
To ensure any identified training needs are delivered	This will be developed as part of the transition plan and in line with the time scales above		As above. This will be continuously reviewed and monitored in line with current performance management processes.

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:

Regularly, in line with the Service Improvement Plan

Business Change Mandate (Including Budget Mandates) Proposal Number: B21

Title: Local Fund – Town and Community Councils

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

Mandate Completed by	Kellie Beirne
Date	14.09.15

How much savings will it generate and over what period?
The contribution level target over the 12 month period is £500k
Directorate & Service Area responsible
This is a whole-authority mandate but specifically relates the Council's priority around 'maintaining locally accessible services'. Since the majority of these mainly discretionary services relate to Enterprise and Operations, this mandate will be jointly led by Kellie Beirne and Roger Hoggins.
Mandate lead(s)
Kellie Beirne & Roger Hoggins

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

The problem is that at a time when funding for discretionary local services, is at its lowest, demand and public reliance for services is at its highest. Local services are valued tremendously in a rural county, where over 50% of residents live in population groups of less than 1,500 and meaning that social isolation and access to service deprivation is acutely felt. The Council has recently added to its three priorities around education, vulnerable people and enterprise with a focus on sustaining locally accessible services. This places a great weight of emphasis on new ways of working, Council-community collaboration and identifying more locally-focussed ways to help sustainably fund the gaps in provision so as to continue adding value to our towns, villages and settlements. The proposal also seeks to address more forcibly and visibly, the sentiment that decisions regarding local services and functions are best made and provided at the local level, in line with 'whole place' principles. This proposal thus helps to further the Council's objectives around devolution of greater freedoms and powers to local communities – in order they are able to act in accordance with 'what matters' to their localities.

What evidence have you got that this needs to be addressed?

The evidence base from the MTFP over the last few years demonstrates the high level of efficiency savings and income generation made in areas such as leisure, cultural services, libraries and One Stop Shops ('Hubs'), Tourist Information Centres and Street Scene services, public conveniences and landscaping/ green spaces management. It is becoming difficult to envisage how much leaner these services can be, and in their current formats, how much more income they could sustainably generate. Given the level of targeted reductions in these areas in future years – 'business as usual' is threatened and the current way of working is no longer sustainable. Continued reductions on the same basis will mean that many of these services will be wiped out unless new contributions and resource opportunities are identified.

In relation to devolution of power, the sentiments outlined in this proposal resonate with the Localism Bill and the principles of greater devolution of power to local communities in order that they play a greater role in shaping their own futures. This is a central principle to the whole place agenda the Council has been running for in excess of two years and the conversations, plans, frameworks and actions that have sought to build local understandings and capacity in preparedness for greater local involvement and empowerment.

How will this proposal address this issue

The proposal seeks to develop a 'Local Fund' across the county into which Town and Community Councils can make a contribution to sustaining the services they feel are most important to the wellbeing of their towns. The options include working with Town and Community Councils to inform precept setting in order to engage communities about the services that matter most to them and targeting local rate increases as a means of helping the Council sustain them and; considering how current precepts are invested now and how that might be adjusted in the future to take into account the need to contribute to sustaining certain core local services. This does not seek to shift the responsibility of local service provision wholly to town and community councils – but instead relies upon more of a partnership and collaborative approach to maintaining important local services.

What will it look like when you have implemented the proposal

Fully implemented, a Local Fund will be established that will see participant Town Councils and potentially, Community Councils, invest x amount of money in supporting the Council to maintain the local services each area feels to be of greatest importance. The amount contributed by each local Council will vary according the local priorities. In cases where contributions cannot be agreed – the impact will be that key local services will have to cut their cloth accordingly which could mean curtailing opening hours, reduction in service provision levels and in some cases withdrawals of services altogether.

Expected positive impacts

- Greater meaningful engagement across the County and Town and Community councils
- Reinvigoration of the Charter with Town and Community Councils with specific local area agreements that set out the nature and scale of relationships between the Council and community
- Increased local delivery and accountability
- Sustaining locally accessible services
- Developing service model that are more self-reliant and resilient and reflective of local needs as opposed to 'one size fits all' priorities
- Greater local understanding of the budget pressures facing the Council and harnessing a sense of shared responsibility in terms of how the challenges are managed at the local level
- Reinforcement of 'one size does not fit all'
- Could advance strategic 'cluster' conversations – eg. Bryn-y-cwm, Lower Wye, Severnside and Central Mon discussions as opposed to town-centric or individual community council dialogue

Expected negative impacts

- Perception of double whammy at community level
- Potential for inconsistent levels of engagement and arguments for proportionate town splits as opposed to investing in what matters

locally – even if that means varying levels of investment/ contributions across towns and communities

- Inability to make progress because of differing views about roles and purpose of town and community councils
- Potential reduction or loss of certain services if local support cannot be secured

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
Enterprise	c£4m on discretionary local services	250k across the county		250k				250k
Operations	c£10m on discretionary local services	250k across county		250k				250k

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
Cut and shut services	Council commitment to sustaining local services means other options and collaborations must be explored	Cabinet

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name Town & Community Councils/ Programme Boards	Organisation/ department: Enterprise/ Operations	Date: over period of last 12 months

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team	July/ September	Local Fund idea
Select Committee		
Public or other stakeholders		
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
Community occupiers & groups	Town and Community Councils and Programmes Boards	Ongoing over next 3-5 months

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
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Continued engagement with Town and Community Councils	Kellie Beirne/ Roger Hoggins	September 15 – January 16
Identification of priority core services to which contributions can be directed	Kellie Beirne/Roger Hoggins	As above
Develop procedure around the role of Community Infrastructure Levy (CiL) in supporting Town and Community Councils to contribute to local services	Kellie Beirne/ Roger Hoggins	As above
If agreements cannot be reached identification of the services that will have to be cut/ shut/ curtailed as a result	Kellie Beirne/ Roger Hoggins	As above
Establishing principles and operation of the Local Fund – with Finance support and input	Kellie Beirne/ Roger Hoggins	January-February 2016
Development of Local Area Agreements that govern use of the fund and re-set local relationships and dialogue between Council and Town and Community Councils	Kellie Beirne/ Roger Hoggins	February-March 2016
Ensure all changes and new arrangements tie in with revised area governance arrangements	Kellie Beirne/ Roger Hoggins	November 2015

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
No additional investment required to progress the work described above at this stage		

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
Budget	Level of contribution secured towards running costs of services identified and prioritised by Town and Community Councils	500,000							

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
Town and Community Councils do not wish to engage and decide to not support the proposal	Strategic and operational	Conversations have been ongoing and there is a different view in the different areas on this matter. Some Town and Community Councils contribute already to some service – either through contributions to running costs or to running services directly.	High	High	High	Work closely with Town and Community Councils on demonstrating the actual costs of services; understanding the impacts if contributions cannot be made and sustained and identifying the actual loss of service that may result. Work will also include any financial support and help around business plans and community engagement.	High
Contributions will not be secured and	Strategic and operational	As above	High	High	High	Ascertain any outstanding repairs & maintenance and undertake prior to transfer – not improvements	Med

local services will accordingly be reduced, cut or closed							
We fall short on our aim to sustaining locally accessible services	Strategic	As above.	High	High	High	The Council's fourth priority is to create the conditions in which local services can be sustained. This does not mean the job of the Council is to provide them – it means it is the job of the Council to explore all relevant options, partnerships and mechanisms through which to sustain them.	High

9. Assumptions

Describe any assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
If contributions cannot be sought and secured – service levels will be cut/reduced/ curtailed	Because the funds do not exist to continue to support local services, to the same levels as currently afforded	Town and Community Councils

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?
May 2016, Sept 2016, Dec 2016 and February 2017	Kellie Beirne and Roger Hoggins with Town and Community Councils via the Local Area Agreement



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation:</p> <p>Roger Hoggins</p> <p>Phone no: 01633 644133 E-mail: rogerhoggins@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal:</p> <p>Mandate B22</p> <p>Collaboration between public bodies to share resources thereby improve efficiency, value for money etc.</p> <p>Restructuring of staff and services within the authority to reduce resources whilst retaining service provision.</p>
<p>Name of Service:</p> <p>Passenger Transport, highways/traffic, other services as they develop options</p>	<p>Date Future Generations Evaluation form completed:</p> <p>22/09/2015</p>






1. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Better use of available staff resource to protect services</p>	<p>Restructuring is managed through the authorities employment protection policy</p>
<p>A resilient Wales Maintain and enhance biodiversity and</p>	<p>n/a</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
ecosystems that support resilience and can adapt to change (e.g. climate change)		
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	n/a	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	n/a	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	n/a	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	n/a	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	n/a	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
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Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Seeks to protect services into the future by reducing overheads</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Local authorities joining together to make best use of the resources available to them.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>		
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>		
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>		

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	n/a		
Disability	n/a		
Gender reassignment	n/a		
Marriage or civil partnership	n/a		
Race	n/a		
Religion or Belief	n/a		
Sex	n/a		
Sexual Orientation	n/a		
Welsh Language	n/a		

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	n/a		
Corporate Parenting	n/a		

5. What evidence and data has informed the development of your proposal?

The potential benefits from inter authority/public body collaboration has been promoted as a method by which costs may be reduced without jeopardising service provision to stakeholders. This mandate commences this initiative and will act as a catalyst across more authorities and services in coming years.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Successful collaboration will prompt greater inter authority working across the region offering benefits to service provision to users.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Development of a joint PTU with NCC and wider conversations with other LA's	April next year, although an interim management arrangement will be in place from October	Roger Hoggins, Richard Cope	
Review of staffing structures to reprioritize workloads and match staff resource to budget	Report to Cabinet by December 2015	Roger Hoggins	

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:

Quarterly for collaboration, ongoing

Business Change Mandate (Including Budget Mandates) Proposal Number: B22

Title: Collaboration and realigning structures in Operations.

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

Mandate Completed by	<i>Roger Hoggins</i>
Date	<i>20/09/2015</i>

How much savings will it generate and over what period?
Estimated £30k from collaboration in 16/17 and £70k from realignment of duties to reduce professional/technical salary budget within Highways section.
Directorate & Service Area responsible
Operations, Highways, Transport
Mandate lead(s)
HoS – R Hoggins, – Lead Officer –Highways –Transport –Richard Cope

Final mandate approved by Cabinet	Date:
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1. Vision and Outcomes of the Mandate

Give a business context for the mandate. This must pick up on the vision and what the new / improved / reduced service will look like in the future including the anticipated experience of users. It must also consider any impact on the Council's key priorities and strategic outcomes. Similarly does it impact on service performance within the immediate service area or any impact on other services provided by the authority / any other providers. In doing so, the mandate must be tested against the equality impact assessment and sustainable development impact assessment and must consider impact in relation to the new Future Generations Bill.

What is the issue that the proposal is seeking to address?

This proposal seeks to introduce joint working/collaboration between Newport CC and Monmouthshire CC for the provision of Passenger Transport. In 15/16 MCC will provide Interim Management resources to NCC for the management of the NCC PTU but the longer term goal in 16/17 is to combine the two PTU's and thereby reduce management and administrative costs to both parties with a single establishment providing services for both authorities.

Along the same theme of reducing overheads (staffing costs) without the withdrawal of service, the reduction in capital available for highways projects will result in a reduction in the Highways projects team and a revamp of reporting lines to combine projects and infrastructure with traffic management and development teams.

What evidence have you got that this needs to be addressed?

The MTFP shows massive strain upon the revenue budgets for at least 3 years which is being addressed by expenditure cuts or income. Collaboration has been highlighted as one method to deliver cost efficiencies between authorities and the reduction in the need to rationalise under reducing budgets is an obvious outcome of budget being reprioritised with subsequent reductions in some service areas.

How will this proposal address this issue

The collaboration between NCC and MCC is seen as a pathfinder for greater collaboration across Gwent. The interim management is through circumstances as NCC sees several of its senior managers leaving at the same time but chief officers/heads of service believe it also offers an ideal opportunity to develop a long term combined unit which could then form the cornerstone of a Gwent based unit in the longer term. The internal combining of functions to reduce staff costs has been discussed informally amongst staff and the framework consultancy (Parsons Brinkerhoff) provides flexible resource to manage workloads in the future.

What will it look like when you have implemented the proposal

A Joint PTU reporting to both authorities and offering economies of scale and synergy to draw out any further cost savings/efficiencies that might be available through operational improvements/sharing routes etc. (as happens now to some extent). The internal collaboration will see two highways units combined into one with a reduced overall staffing compliment, but underwritten by consultancy support.

Expected positive impacts
No loss in service quality
Expected negative impacts
None directly from this proposal albeit the reduction in capital budget will impact upon highway infrastructure in the long term.

2. Savings proposed

Show how the budget mandate will make savings against the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the mandate.

What savings and efficiencies are expected to be achieved?								
Service area	Current Budget £	Proposed Cash Savings £	Proposed non cash efficiencies – non £	Target year				Total Savings proposed
				16/17	17/18	18/19	19/20	
PTU collaboration		£30k	Optimising routes between authorities	30k				30k
Combining Highway teams and withdrawal of professional/technical posts		£70k	Better use of staff resources but supplemented by consultancy support	70K				70k

3. Options

Prior to the mandate being written, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded. (see options appraisal guide for further information)

Options	Reason why Option was not progressed	Decision Maker
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Develop a wider Gwent based collaborative arrangement	MCC and NCC are already in discussions about collaboration and an Interim management arrangement will likely be in place during 15/16. This is an ideal stepping stone to full joint provision and does not preclude a Gwent wide arrangement being developed in the future	Head of service (NCC and MCC)

4. Consultation

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Operations mgt team. NCC officer colleagues		September '15

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team		
Other Service Contributing to / impacted		
Senior leadership team		
Select Committee		
Public or other stakeholders	Sept '15	Letter to NCC detailing the Interim agreement and laying T of R for a Joint arrangement assessment.
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
Staff/ unions		Oct '15

5. Actions to deliver the mandate

Describe the key activities that will be undertaken to deliver the mandates and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the mandate.

Action	Officer/ Service responsible	Timescale
Agree Interim Management proposals, Assess joint PTU feasibility and benefits Develop heads of terms for a joint arrangement and seek political support Implement	Heads of service and CO's - NCC and MCC	October March '16
Combine highways teams and manage staffing implications	Head of service	February '16

6. Additional resource/ business needs

Describe any additional finance, resource and capability needed in order to carry out the proposed mandate successfully. For example new funding, expertise e.g. marketing and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
		HR, accountancy and legal teams – NCC and MCC

7. Measuring performance on the mandate

How do you intend to measure the impact of the mandate? This could include: speed of service; quality of service; customer satisfaction; unit cost; overall cost. For advice on developing performance measures you can contact Policy and Performance Team, for advice on unit costs speak with your directorate accountant.

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Target 2016/17	Target 2017/18	Target 2018/19	Target 2019/20
budget	Reduced overheads	30k							
Customer	Seamless transition with no service impact								
Staff	Reduction in establishment in PTU's and Highways projects	70k							
process	Potential increase ins consultancy support costs	Capital and scheme sensitive							

8. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the mandate, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these. The risks should be scored in accordance with the [council's policy](#).

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Assessment			Mitigating Actions	Post mitigation risk level
			Likelihood	Impact	Overall Level		
PTU provides high profile front line services and inherent with change is risk	operational	Combining a single service across two authorities requires joint decision making and bureaucracy.	medium	high	high	Clear reporting lines and understanding of roles, reporting lines. Simple dispute and reporting processes to correct problems quickly	low
Reduced internal staff places greater stress upon those remaining	operational	Reducing budgets does not reduce 'demand' within highways and staff will have to manage more complaints and enquiries from members and staff	high	medium	medium	Better processes to manage enquiries and responses to enquiries. Clear messages to members of priorities in new financial climate.	medium

9. Assumptions

Describe any assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?

Business Change Mandate (Including Budget Mandates) Proposal Number: B23
Title: Increase in the income generated through discretionary fees and charges by 10%

All information requested must be completed on the proposed mandate to enable the Cabinet to decide whether to proceed with the proposal.

Mandate Completed by	<i>Joy Robson</i>
Date	<i>22/9/15</i>

How much savings will it generate and over what period?
£498,000 in 2016/17
Directorate & Service Area responsible
Various Directorates – schedule provided
Mandate lead(s)
If agreed, each service area affected will need to take the lead on reaching the target provided

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	

9. Assumptions

Describe any assumptions made that underpin the justification for the option.

Assumption	Reason why assumption is being made (evidence)	Decision Maker
There is no impediment to increasing charges	These are discretionary fees, any areas where there are limitations or other activity has already been proposed, these areas have been taken out of the targets	

10. Monitoring the budget mandate

The budget mandates must be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the budget mandate, including the savings being achieved and the level of impact.

11. Evaluation

It is important to evaluate the impact of the mandate once it has been fully delivered to know whether it has successfully achieved what it set out to do and to ensure that findings can be used to inform future work.

Planned Evaluation Date	Who will complete the evaluation?

Discretionary Fees and Charges

Fee	2015/16	MTFP	Additional	Notes
	budget	2.50%	7.50%	
	£k	£k	£k	
Markets	441	11.0	33.1	
Cemeteries	126	3.2	9.5	
Countryside - Tintern & Caldicot	103	2.6	7.7	
TIC sales	29	0.7	-	Budget mandate
Libraries	52	1.3	3.9	
Parks (sports clubs)	28	0.7	2.1	
Leisure services	2,481	62.0	186.1	
Shirehall	122	3.1	9.2	
Allotments	1	0.0	0.1	
Careline	173	4.3	13.0	
DFG admin fee	85	2.1	6.4	
Outdoor education	686	17.2	51.5	
Green Garden waste	250	6.3	-	Budget mandate
Trade recycling	40	1.0	3.0	
Waste Transfer notice	10	0.3	0.8	
Highways advertising	50	1.3	3.8	
Home to school transport	831	20.8	-	Policy changes not proposed
Public bus income and concessions	52	1.3	3.9	
Network management	98	2.5	7.4	
Traffic development	77	1.9	5.8	
Car park income	1,357	33.9	-	Car park review being implemented
School meals	809	20.2	60.7	
Accommodation				

	14	0.4	1.1	
Legal advice for external clients	31	0.8	-	Budget mandate
Public Health	9	0.2	0.7	
Trading Standards	6	0.2	0.5	
Building control	370	9.3	27.8	Can only cover costs
Development control	96	2.4	-	Budget mandate
Community meals	280	7.0	-	Reviewed several times already
Land Charges	138	3.5	10.4	Can only cover costs
Recoupment Fees Mounon House	1,004	25.1	50.0	
Total discretionary	9,849	246	498	



Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation:</p> <p>Joy Robson</p> <p>Phone no: 01633 644133 E-mail: rogerhoggins@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal:</p> <p>Mandate B23 – Discretionary Fees and Charges Review</p> <p>The proposal is to increase the income targets from discretionary fees and charges by 10%</p>
<p>Name of Service:</p> <p>Various services as per schedule</p>	<p>Date Future Generations Evaluation form completed:</p> <p>22/09/2015</p>






1. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Better use of ability to charge for services to reduce the need to cut front line services</p>	<p>Consideration may need to be given to reviewing concession levels</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>n/a</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	n/a	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	n/a	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	n/a	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	n/a	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	n/a	

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Seeks to protect services into the future by increasing income rather than reducing front line services</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>		<p>During the relevant stage we will continue to work with our services to support them manage their resources more effectively and encourage them to look for opportunities to income generate.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>We will involve all of those services affected by this proposal to fully understand the impact upon their services and this will be reflected in this assessment following that stage of engagement.</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>		
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>		

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	At this stage we are unable to determine what the impact will be across the services. This document will be updated with this information when it is available	The proposed increase in fees and charges has the capacity to have positive and/or negative impacts on all groups. We need to put in measures in place to attempt to assess the potential impact that any reduction may have.	Given that all groups could be effected both negatively and/ or positively once the impacts have been established we will look identify how we can mitigate the negative impact or better contribute to the positive.
Disability	As above		
Gender reassignment	As above		
Marriage or civil partnership	As above		
Race	Above		
Religion or Belief	Above		
Sex	Above		
Sexual Orientation	Above		
Welsh Language	Above		

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	n/a		
Corporate Parenting	n/a		

5. What evidence and data has informed the development of your proposal?

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Successful collaboration will prompt greater inter authority working across the region offering benefits to service provision to users.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Quarterly
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