

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 updated December 2015</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
<ul style="list-style-type: none">• 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.<ul style="list-style-type: none">• 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 expenditure for statutory annual maintenance	This would have a detrimental effect on the ability of accommodation to provide fit for purpose facilities for the delivery of effective services to the public.	Head of Property Services and Facilities Management

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

4. Consultation

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

Claire Robins	Mandate Coordinator	September 2015
Consult Employee Services regarding restructure proposals (Process to be undertaken using new MCC Restructure Protocol)	Rob O'Dwyer	Sept 2015
Consult Unions regarding restructure proposals	Rob O'Dwyer	Sept 2016

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
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
Public Budget Consultation	Rob O'Dwyer	8 th Oct – 30 th Nov 2015

Will any further consultation be needed?		
Name	Organisation/ department	Date
Estates Manager	MCC Estates regarding progress of Mandate No B18 – Accommodation Review	September 2015 - April 2016

5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
Consult Employee Services regarding restructure proposals (Process to be undertaken using new MCC Restructure Protocol)	Rob O'Dwyer	Sept 2015
Consult Unions regarding restructure proposals	Rob O'Dwyer	Sept 2016
Draft new structure for Office Services	Rob O'Dwyer	Sept 2016
Consult all PS&FM staff on initial mandate requirements	Rob O'Dwyer/Mark Jones/Rob Nancarrow	Sept 2015
Consult Members (Member engagement drop in sessions)	Rob O'Dwyer	22 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	In progress
All actions to the end of Nov 15 are on programme		
Dialogue with Suppliers for introduction of P Cards	Scott James/Sue Day	Dec 2015
Obtain Cabinet approval for all mandates	Rob O'Dwyer	Dec 2015
Budget reduction following cabinet approval	Stacey Jones	TBA
Briefing from Maintenance Manager and Head of PS&FM to Building Surveyor, Clerks of Works and Help Desk re Corporate Building Maintenance budget reduction	Phil Kenney/Rob O'Dwyer	Jan 2016
Briefing from Facilities Manager to catering and cleaning operational staff regarding transport cost reduction	Phil Kenney/Rob O'Dwyer	Jan 2016
Notification to all building managers of budget reduction and the intention to continue with essential works only	Phil Kenney	Jan 2016
Commence refurbishment of J Block in Usk as part of the accommodation review Phase 2 – All subject to Mandate B18	Mike Long	TBA
Place affected staff at risk from the restructure of Office Services, Resources and Facilities Management	Rob O'Dwyer	Feb 2016
Appoint staff to new roles within Office Services	Mark Jones/Rob Nancarrow	March 2016
Lodge new purchase cards	Scott James/Sue Day	Feb 2016

Implement revenue budget reduction	Stacey Jones	TBA
Monitoring of impact on built assets by COW and Building Surveyors	COW and Building Surveyors	April 2016 onwards
Move staff and FM support teams to Usk - All subject to Mandate B18	Mike Long/Morley Simms	TBA
Monitoring of impact on service by Head of PS&FM and Business Manager	Rob O'Dwyer/Mark Jones	April 2016 onwards
Monitoring of impact on built assets by COW and Building Surveyors	COW and Building Surveyors	April 2016 onwards
Monitoring of impact on budget to ensure saving is being delivered	Stacey Jones/Rob O'Dwyer/Dave Loder	Monthly and quarterly commencing May 2016

6. Additional resource/ business needs

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

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Capital investment in refurbishment of J Block at Usk and other office accommodation requirements	Separately identified in Capital Working Group as a financial pressure and mentioned specifically in Mandate No 26	Nil

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 HQ (JBlock) Refurbishment due to lack of available capital funding	2	5	10	Commence refurbishment with adequate budget and time to complete by the 1 st of March Subject to progress of Mandate B18	0
Possibility of Innovation House being let as serviced accommodation with FM and reception support provided by PS&FM	Operational	Unlikely to sell or let Innovation House to a sole company and therefore likely to have multiple occupants requiring some FM support	2	4	8	Ensure that any requirements of the letting agreement at Innovation House are factored into the overall staffing requirement for PS&FM	2
Remaining planned maintenance programme struggles to deliver fit for	Operational	Backlog maintenance programme currently stands at £25M	5	3	15	Ensure that highest priority works remain in programme	10

purpose establishments							
Additional income generation via services being offered to additional clients may require investment in training and ICT	Operational	Additional potential income streams have been identified and business plans are being prepared	2	4	8	Take advantage of free training via professional bodies and collaborative arrangements	4
Adverse weather conditions	Operational	Previous weather conditions have impacted on the amount of maintenance work required and put the CBM budget under pressure	3	5	15	Ensure that sufficient capital planned maintenance is carried out at the authorities properties in order to minimise the impact at key sites	12 (Risk is only reduced at key sites that have received sufficient planned maintenance)
Lack of availability of vehicles during periods of high demand and emergencies	Operational	Previous incidents have required the use of vehicles when not planned	2	4	8	Put arrangements in place to use PS&FM pool cars as a contingency arrangement	4

9. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Innovation House will close by the 31 st of March 2016 and all	The proposed restructuring of FM and Office Services relies on a reduced level of resource looking after Usk only without the need for reception, post and FM support for Innovation House.	Head of Property Services and Facilities Management

PS&FM staff will be based at Usk HQ		
Suitable staff are available within the PS&FM Department to carry out fire risk assessments	Initial consultation with staff has identified officers with interest to take on new duties.	Head of Property Services and Facilities Management
Rebate % will be maintained at 1% for Purchase Cards	Rates offered by Barclaycard could change but for the period of the contract as tendered by Welsh Government it will remain at 1%.	Head of Property Services & Facilities Management and Procurement Manager
Weather conditions will be manageable within the corporate building maintenance budget limitations	Assumption is being made that weather conditions will be similar to those experienced in 13/14 and 14/15.	Head of PS&FM and Maintenance Manager

10. Monitoring the budget mandate

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

11. Evaluation

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

Planned Evaluation Date	Who will complete the evaluation?
Quarterly evaluation commencing July 2016	Head of Property Services and Business Manager as part of quarterly Business Plan review.
Monthly evaluation commencing May 2016	PS&FM Service Managers and group accountant as part of the budget monitoring process.







<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 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 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 Involving those with an interest and seeking their views</p>	<p>This proposal has involved consultation with: - 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 Further consultation will be undertaken with Elected Members and Senior Officers and all effected staff.</p>	
 <p>Prevention 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
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