

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
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	22 nd October	
Public or other stakeholders	Sept '15 Sept 28 th Staff conference 8 th October – 30 th November public consultation	Letter to NCC detailing the Interim agreement and laying T of R for a Joint arrangement assessment.
Cabinet (sign off to proceed)	Scheduled for 6 th January 2016	

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

Staff/ unions		Oct '15
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5. Actions to deliver the mandate

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

Action	Officer/ Service responsible	Timescale
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	operational	Reducing budgets does not reduce 'demand' within	high	medium	medium	Better processes to manage enquiries and responses to enquiries. Clear messages to members of priorities in new financial climate.	medium

stress upon those remaining		highways and staff will have to manage more complaints and enquiries from members and staff					

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?
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<p>Name of the Officer completing the evaluation:</p> <p>Roger Hoggins</p> <p>Phone no: 01633 644133 E-mail: rogerhoggins@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal:</p> <p>Mandate B22</p> <p>Collaboration between public bodies to share resources thereby improve efficiency, value for money etc.</p> <p>Restructuring of staff and services within the authority to reduce resources whilst retaining service provision.</p>
<p>Name of Service:</p> <p>Passenger Transport, highways/traffic, other services as they develop options</p>	<p>Date Future Generations Evaluation form completed:</p> <p>22/09/2015</p>

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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Better use of available staff resource to protect services</p>	<p>Restructuring is managed through the authorities employment protection policy</p>
<p>A resilient Wales</p>	<p>n/a</p>	

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

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Seeks to protect services into the future by reducing overheads</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Local authorities joining together to make best use of the resources available to them.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>		
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>		
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>		

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

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

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

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

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

The potential benefits from inter authority/public body collaboration has been promoted as a method by which costs may be reduced without jeopardising service provision to stakeholders. This mandate commences this initiative and will act as a catalyst across more authorities and services in coming years.

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

Successful collaboration will prompt greater inter authority working across the region offering benefits to service provision to users.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Development of a joint PTU with NCC and wider conversations with other LA's	April next year, although an interim management arrangement will be in place from October	Roger Hoggins, Richard Cope	
Review of staffing structures to reprioritize workloads and match staff resource to budget	Report to Cabinet by December 2015	Roger Hoggins	

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

The impacts of this proposal will be evaluated on:	Quarterly for collaboration, ongoing
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