

1 Development of Leisure & Outdoor Education Services

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

This template provides guidance on how to complete the Proposal Business case.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	14102014		Rich S, Nick J , Ian S	
2	17102014		Nick J	Updates & detailed information
3	19102014		Ian Saunders	Final Version

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept
Ian Saunders, Nick John, Richard Simpkins	MCC	Leisure

Executive Summary

Our vision is that Tourism, Leisure and Culture will be an efficient and effective service. In order to achieve this we have set out below a variety of options which together will deliver the required efficiencies and targets for 2015/16 and onwards.

Detailed Business Case

Vision

Our aim is to fully integrate leisure services, cultural and tourism services and attractions within the Tourism, Leisure and Culture Section to maximise the synergies between services and achieve a sustainable long term business footing to reduce the draw on MCC budgets, maximise the potential for additional income streams, external investment and to achieve the resulting cultural, community and economic benefits. This mandate is intended to be implemented alongside the detailed examination of the options and opportunities to inform the future of Monmouthshire County Council's core leisure services.

Outcomes

Success will result in achieving our efficiencies, reaching our income targets, whilst ensuring we deliver our core purpose, of clean, friendly accessible leisure services for our communities and visitors.

Blue Print

The Future State

Across leisure services we set out to achieve an efficiency and additional income of £420,983k in 15/16.

Current state and gap analysis

As a consequence we have reviewed our options on how we operate and explore alternative delivery models to generate the savings set out as part of the council's wider budget plans in the revised MTFP 2015/16 and onwards in Mandates 1 – Development of Leisure Services:

- Leisure centres and business development management staff will undergo a remodelling exercise. Savings - £115,381.
- Administration, clerical and finance support will undergo a remodelling exercise. Savings - £65,602.
- Review current contractual arrangements and support services. Savings - £20,000.
- Reduction in contribution to Caretaking at Abergavenny Leisure Centre & KHS VIII Comprehensive School. Savings - £15,000
- Reduction in core funding for our Outdoor Education Service. Savings - £25,000.
- Reduction in core funding of the leisure budget of Supplies and Services. Savings - £25,000.

Sub-total of efficiencies - £265,983.

New ideas for generating additional income identified analysing current business units and markets where we excel and to focus our efforts on maximising income generation through:

- Increase Fitness Offer and member journey through retention. Income target - £50,000.
- Increase Aquatics Offer and member pathway through increase in direct debits in learn to swim programme. Income target - £50,000.
- Increase Sport and Physical Activity Offer and member pathway through new offers and programmes. Income target - £15,000.
- Increase Training Courses through Monacademy by offering Fitness, Pool Lifeguard, Sport Leadership, Safeguarding and First Aid Qualifications to businesses, community and community sport clubs. Income target - £10,000.
- Explore new business and opportunities through the introduction of the Caldicot 3G pitch and outdoor facility provision. Income target £30,000.

Sub-total of income generation - £155,000

Total Savings £420,983

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	<p>Standards are very high and we are consistently performing year on year. We have a clear purpose and customers are telling us they want a clean, friendly and accessible leisure service.</p> <p>Contractual arrangements are in place to ensure the service is supported to the highest levels and we are receiving best value.</p>	<p>Review of all contractual and support services. Options have been identified where it is deemed to have less of an impact and consequence on the delivery of our core purpose. These options include:</p> <ul style="list-style-type: none"> • Deletion of the financial contribution made to the management of the cleaning contracts (Litmus). • Reduce cleaning contractual hours at each leisure centre (10-15 per week on average per leisure centre). • Delete the contribution to the Caretaking at Abergavenny leisure Centre and King Henry VIII School. • Outdoor Education Service to receive a reduction in core funding. • Supplies and services of the leisure 	<p>Any future tendering process of cleaning contracts aligned to Leisure Centre Manager duties and responsibilities and supported by central procurement officers.</p> <p>Contractual cleaning hours and tasks will be prioritised where footfall is greater. Examples of cleaning schedules and task are already being undertaken by leisure centre staff as part of their daily duties.</p> <p>Caretaking arrangements and support are being undertaken at Monmouth and Chepstow Leisure Centres by the duty officer teams. Shortfall in funding will be achieved by reducing any waste in the system and where possible exploring new business. Shortfall in funding will be</p>

	<p>We have a proven track record for retaining our members, generating new business and achieving income targets. Staff are encouraged to share any new ideas and lead initiatives. We have sound mechanisms for capturing and report accurate data for income, expenditure, usage, evaluation of promotions and initiatives and customer feedback.</p>	<p>services budget will receive a reduction in core funding.</p> <p>Current trends, exploring new markets and focus our efforts on maximising income generation through:</p> <ul style="list-style-type: none"> • Increase Fitness Offer and member journey through retention and increased annual and direct debit memberships. Invest in our delivery teams and provide them with the appropriate support and training. • Increase Aquatics Offer and member pathway and increased direct debits. Invest in our swim teachers and provide them with the appropriate support and training. Introduce an annual calendar of CPD opportunities and a traffic light system to ensure swim teachers are attending continual professional development. • Increase Sport and Physical Activity Offer and member pathway through retention. Invest in our delivery teams and provide them with the appropriate support and training. 	<p>achieved by reducing any waste in the system.</p> <p>Building on the success of 2013/14 we will ensure we are focused to drive the business forward.</p> <p>New initiatives such as the wellness journey for fitness suite members has proven successful and identified potential future growth. The annual calendar of promotions has been the key to attracting new members and will continue to be developed.</p> <p>The learn to swim programme has exceed initial targets set. The focus will be to convert members onto to a swimming direct debit whilst ensuring all class are running at high levels of occupancy.</p> <p>The sport and physical activity offer has excelled in the previous eighteen months. The creation of new programmes is attracting families and very young children</p>
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		<p>Develop, lead mentor and create sustainable opportunities for our volunteer workforce and coaches of the future. Secure Grant funding and continue to lead the way on collaboration with colleagues across Gwent through the work of Active Gwent and the Gwent Local Area Plan for Sport.</p> <ul style="list-style-type: none"> • Increase Training Courses developed and offered through Monacademy in disciplines such as Fitness, Pool Lifeguard, Sport Leadership, Safeguarding and First Aid Qualifications and marketed effectively to businesses, community and community sport clubs. Develop bespoke opportunities in multi disciplines and reacting to markets. Promote an annual calendar of courses. Provide opportunities for existing staff to become multi-functional moving away from set job descriptions and prescribed roles. • Explore new business and opportunities through the introduction of the Caldicot 3G pitch and outdoor facility provision. Through maximising new programming spaces, engaging with local sport clubs and businesses and working with National Governing 	<p>who we will prepare to become hooked on sport. Joint working with our leisure centre teams to ensure supplementary offers and services are available – family friendly.</p> <p>There is very little completion in Wales and smaller providers has failed to secure a calendar of courses. The demand for door step training opportunities is sporadic especially evening and weekend short courses in fitness. The leisure centre accommodation and facilities lends itself to onsite practical delivery and for course attendees to gain further voluntary work placement.</p> <p>Third Generation (3G) surfaces are proving very versatile and popular throughout Wales. Caldicot and Chepstow have a high number of mini, junior and senior football sides that compete in local leagues. The shock pad added to the facility allows for the</p>
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		Bodies of Sport.	training of rugby which is unique to this part of South East Wales especially as there are a high numbers of mini, junior and senior rugby sections within a short drive time competing in local leagues. Caldicot leisure centre retains the astro turf pitch that has recently been re-carpeted presenting further opportunity for engagement and ensuring maximum occupancy throughout the year.
Organisation Structures	Our staff are our assets they are passionate, motivated and contribute to our ongoing success. A large proportion of the leisure services budget is staffing and in the current financial pressures structures has to be leaner.	<p>Investing in the delivery and leadership team and matching the right people with the right skill sets to drive the service forward will enable the service to continue the delivery of physical activity, wellbeing and sport for the benefit of the communities in Monmouthshire more efficiently.</p> <p>Through remodeling the Leisure centres and business development management staff:</p> <ul style="list-style-type: none"> • Deletion of 2 x 37 hour full time Leisure Centre Managers. There are four full time Leisure Centre Managers at present positioned at each leisure centre. One Leisure Centre Manger has been seconded for three days per week to Building to explore income generation opportunities this has been over a 	<p>We don't underestimate the challenge facing the service and know that securing the right level of staffing with the appropriate skill sets and support to take sports and leisure forward in the county will not be easy.</p> <p>The loss of any staff from your team and service will obviously have a negative effect. Support for teams at this time will be needed.</p> <p>Teams are resilient and competition for new roles and responsibilities will be high.</p> <p>Passion and team work will help to drive performance and achieve</p>

		<p>twelve month period. One Leisure Centre Manger has been seconded from the Business Development Team (Substantive Post – Assistant Manager Marketing) for the previous eighteen months.</p> <ul style="list-style-type: none"> • Deletion of 18.5 hours of Duty Officer at Monmouth Leisure Centre. To align the Duty Officer cover across all four leisure centres to three Duty Officers on each leisure centre site. <p>Through remodeling the Leisure Services Administration, clerical and finance support:</p> <ul style="list-style-type: none"> • Deletion of 1 x 37 hour full time Finance Officer South. The Officer has left the authority and will not be replaced the duties and responsibilities will be reallocated to the Finance Officer North. • Deletion of Performance and Support Officer (3 days per week). • Deletion of 1 x 37 hour full time Clerical Officer. There are three full time Clerical Officers across four Leisure Centre sites. In the North one Clerical Officer is working 	<p>results. Priority and efficiency will determine success.</p> <p>A wider restructure is in progress to establish the Tourism, Leisure and Culture management team.</p> <p>Teams will work across the service supporting staff and functions and have specific duties and responsibilities. Closer working of teams, agile working and technology will allow greater flexibility and functionality.</p> <p>A member of staff has indicated that they would like to leave the service and the reviewing of their current duties and responsibilities we are confident that they can be shared amongst the remaining administration support. Over the past eighteen months there has been a continued investment in our front of house staff the results has proved valuable to the service and many</p>
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		effectively across two leisure centre sites. This will be mirrored in the South.	staff lead the systems thinking exercise of asking customers what matters. There will be a continuation of this investment in staff training to ensure they are a pivotal part of all functions of the leisure centre and service.
Technology/ Infrastructure	<p>Our leisure centre are well maintained and some sites have received improvements such as inclusive adaptations and improved access.</p> <p>The delivery of training courses and the ability to attract new markets to the leisure centres is progressive and areas for investment have been identified.</p>	<p>All leisure centre sites are on Secondary School sites – dual use. There will be a need for regular maintenance due to the age and fabric of the buildings. Abergavenny Leisure Centre in particular at times of the year is nearing saturation point especially in the fitness suite. A change of opening hours, new programmes and development of aging facilities will help to alleviate such potential issues.</p> <p>The Monacademy will need investment in technology to be able to deliver courses effectively and interactively. To make an investment of this kind lends itself to having the capacity to sell the space to other providers.</p>	<p>There will be a need to update facilities and ensure regular maintenance is carried out. It is imperative that communication and attendance at the 21st Century School Programme Board is continued. Strategically the leisure centre needs to be a priority for further development under schemes such as Invest to Save, Section 106 Funding and Community Infrastructure Levy. The use of ICT allows greater engagement of learners and a professional outlook. The improved offer of leisure centre accommodation and facilities will enable new income streams through meeting space, conferences and training venues.</p>
Information and data	Our service regularly report key performance indicators across multi agency and inform many plans, income and expenditure targets,	Developing our ability to have data at the push of a button will reduce waste, ensure accurate monitoring and enhance effective management of investment, targets, efficiencies and staff performance. Officer	In a very busy environment where everyone is working toward one purpose key to motivating teams will be clear performance measures and success.

	efficiencies and effectiveness.	are already engaged in share point and regularly accessing the HUB. There is a need to fully engage with all staff to make communication more effective.	Technology and the development of shared work space will enhance future performance. Many of leisure service operational functions are similar across buildings and attractions. Leisure staff has a very good track record in health and safety procedure and development of risk assessments and safe systems of work. Having the ability to store, share and update single documents across Tourism, Leisure and Culture will reduce waste and give staff assurance.
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Options Appraisal

As part of the budget savings in the revised MTFP 2015/16 onwards Mandate 1 - The Development of Leisure Services we are suggesting the following options should be taken. Carrying out all of them will enable us to deliver required savings and have a lesser impact of disruption of service and our ability to achieve our income targets.

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17
Cashable benefit		£420,983k		
Budget savings target				
Leisure centres and business		£115,381	2x 37 hour full time Leisure Centre Manager Posts.	

development management staff remodelling exercise.			Savings - £98,360 1 x 18.5 hours Duty Officer Post at Monmouth Leisure Centre. Savings - £17,021	
Leisure Services administration, clerical and finance staff remodelling exercise.		£65,602	1 x 37 hour full time Finance Officer South. Savings - £24,224 1 x 3 days Performance and Support Officer. Savings - £16,691 1 x 37 hour full time Clerical Officer South. Savings - £24,687	
The redesign of our current contractual arrangements and support services.		£35,000	Delete financial contribution made to the management of the cleaning contracts (Litmus). Saving of £4k (2.5% of total contract). Reduce contracted cleaning hours at each leisure centre predominantly 'afternoon/ janitorial' hours of cleaning. (10-15 on average per leisure centre, some hours are not presently filled – 10% of total contract). Saving - £16,000. Delete contribution to Caretaking at Abergavenny Leisure Centre and KHS VIII Comprehensive School. Saving £15,000.	
Outdoor Education Service core funding option.		£25,000	Reduction in core funding for our Outdoor Education Service. Additional savings in 2016/17 to be met by service as part of the pending review of the service taking place.	
Leisure Services core funding budget option.		£25,000	Reduction in core funding of the leisure budget of Supplies and Services.	
Fitness Offer and member journey.		£50,000	Increase Fitness Offer and member journey through retention and increased annual and direct debit memberships.	
Aquatics Offer and member pathway.		£50,000	Increase Aquatics Offer and member pathway through increase in direct debits in learn to swim programme.	
Sport and Physical Activity Offer and member pathway.		£15,000	Increase Sport and Physical Activity Offer and member pathway through new offers and programmes.	
Monacademy Training.		£10,000	Increase Training Courses through Monacademy by offering Fitness, Pool Lifeguard, Sport Leadership, Safeguarding and First Aid Qualifications to businesses, community and community sport clubs.	
Caldicot 3G pitch and outdoor		£30,000	Explore new business and opportunities through the introduction	

facility provision.			of the 3G pitch and outdoor facility provision.	
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Impact

Whilst the impact on service delivery has been minimised in the overall plan, it is still a significant risk strategy to reduce staffing, increase remaining staff areas and responsibilities at the same time as looking to achieve stretched income targets. The leisure centre provision and programme is reliant on the community to access and buy our services in a time of huge financial challenges to everyone.

A small number of posts within leisure services are subject to external funding and whilst at this stage we have had assurances that the schemes will be funded for 2015/16 and onwards the level of Grant support has yet to be finalised, it is likely to be finalised post December break. If we are presented with a reduction in Grant funding from our partner agencies it will have an impact on our ability to deliver some of the income targets especially within the sport development team where we could see a reduction of up to 10% of our Sport Wales Core Funding (Active Young People programme and Free Swimming Initiative).

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Leisure centres and business development management staff remodelling exercise.	Medium	Medium	13 weeks after notice is served.	Ian Saunders	The restructure of Tourism, leisure and Culture is near completion. We would look at opportunities for any displaced staff where possible.	Ian Saunders

Deletion of 1 x 18.5 hours Duty Officer Post	Medium	Low	13 weeks after notice is served.	Ian Saunders	Individual would be placed in the central at risk pool.	Richard Simpkins
Leisure Services administration, clerical and finance staff remodelling exercise.	Medium	Medium	13 weeks after notice is served.	Ian Saunders	Individuals would be placed in the central at risk pool.	Richard Simpkins
Deletion of the financial contribution made to the management of the cleaning contracts (Litmus).	Low	Low	12 weeks notice from decision to end contract.	Ian Saunders	Align duties and responsibilities to Leisure Centre manager.	Leisure Centre Managers/ Nick Butler
Reduce cleaning contractual hours at each leisure centre (10-15 per week on average per leisure centre).	Low	Medium	12 weeks notice from decision to end contract.	Ian Saunders	Work with existing contractor to renegotiate contract alternatively retender the whole cleaning contract.	Leisure Centre Managers/Nick Butler
Delete contribution to Caretaking at Abergavenny Leisure Centre and KHS VIII Comprehensive School.	Medium	Medium	April 2016	Ian Saunders	Work with school to find resolution. Develop Duty Officer working practises in line with other leisure centre sites.	Ian Saunders

Outdoor Education Service core funding reduction option.	Low	Low	April 2016	Ian Saunders	There are contractual agreements in place across Monmouthshire, Torfaen & Blaenau Gwent and a financial contribution is made by all Local Authorities. If there are funding shortfalls within this agreement for 2015/2016 this will have to be met by the individual service.	Ian Saunders Ian Kennett
Leisure Services core funding reduction budget option.	Low	Low	April 2016	Ian Saunders	Prioritise projects, investment and areas of work.	Ian Saunders
Fitness Offer and member journey income generation. Monmouth swimming pool close could have a negative effect to existing members cancelling memberships and ability to sell new memberships.	High	High	From April 2016 – ongoing	Ian Saunders	Set clear direction, income targets and expenditure. Report regular budget monitoring. Escalate any issues early. Monmouth swimming pool income would have to be recovered from reserves.	Richard Simpkins
Aquatics Offer and member pathway income generation. Monmouth swimming pool will have a negative effect. Closure to any further leisure centre swimming	High	High	From April 2016 – ongoing	Ian Saunders	Set clear direction, income targets and expenditure. Report regular budget monitoring. Escalate any issues early. Monmouth swimming pool income would have to be recovered from reserves.	Natalie Parfitt Nick John Richard Simpkins

pools for any length of time.					We had heating and pipe corrosion issue this year at Caldicot leisure centre that resulted in the swimming pool closure.	
Sport and Physical Activity Offer and member pathway income generation.	Medium	Low	March 2015	Nick John	Set clear direction, income targets and expenditure. Report regular budget monitoring. Any reduction in external core funding would have an effect on the officer's ability to generate the existing and new programmes planned.	Sports Dev Team
Monacademy Training programme development and income generation	Medium	Medium	From April 2016 – ongoing	Richard Simpkins & Nick John	Set clear direction, income targets and expenditure. Report regular budget monitoring. One of the current leads of the Monacademy has left the service.	Helen Dymond
Caldicot Leisure Centre 3G pitch and outdoor facility provision income generation.	High	High	From December 2015 – ongoing	Richard Simpkins & Nick John	Set clear direction, income targets and expenditure. Report regular budget monitoring. Escalate any issues early. The build project has been riddled with issues and has	Richard Simpkins & managers

					been very costly.	
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Issues- current threats to the benefits				
Description	Priority	Issue Owner	Action	Action Owner
Lack of capacity to carryout duties and responsibilities	High	Ian Saunders	Ensure suitable staffing structures are in place for April 2016	Ian Saunders

Constraints

Some invest to redesign budget will be needed to pump prime some initiatives. We recognised that the current economic climate may make this difficult.

Assumptions

- We will assume that the above options will be agreed and we will achieve the set timeframes for implementation to achieve maximum impact.
- If no initial investment is made some options will have less of a capacity to achieve targets set.
- Support will be given from our HR department to ensure staff are fully informed of all processes.
- A multi-functional approach to efficiencies and income generation will give us the capacity to achieve the targets we have been set, we hope that if not all projects are successful as a collective we will achieve our targets for 2015/16.
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Evaluation and comparison of options

All of these options in conjunction with each other can help to deliver the savings as set out in Project Mandate 1 for 2015/16.

Recommendation

Implementing all options stated above.

High level Plan for delivery

The relevant staff will continue to work on delivery of this programme.

- Ongoing consultation will be carried out.

Sign-Off

1 EQIA- DEVELOPMENT OF LEISURE AND OUTDOOR SERVICES

The “Equality Initial Challenge”

Name: Ian Saunders Service area: Tourism, Leisure & Culture Date completed: 16 October 2014		Please give a brief description of what you are aiming to do. Proposed savings, Mandate 1: Development of Leisure Services	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age			Opportunities to develop bespoke packages for both older and younger people through fitness member journey, sport and physical activity and aquatic pathways. Work is ongoing to promote our family off through Monmouthshire award winning Family and Information Services networks.
Disability			One of only a small number of Local Authorities recognised for insport Bronze accreditation. Recently been identified by Disability Sport Wales as part of a National pilot of insport facility.
Marriage + Civil Partnership		Not known	
Pregnancy and maternity			Opportunities to develop and extend our pre and postnatal exercise provision to all

			leisure centres including dryside activities.
Race			Opportunities to work with our communities and stakeholders enabling Charities such as Show Racists The Red Card in Sport who has recently received funding to work in Monmouthshire.
Religion or Belief		Not known	
Sex (was Gender)		The current post holders that will be affected by the changes are an equal mix of male and female.	
Sexual Orientation		Not known	
Transgender		Not known	
Welsh Language			Further development of literature to promote Welsh Language. Increased possibilities to work with Welsh Language partners in youth to create bilingual settings via sporting opportunities.

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤ A perceived reduction in resources to deliver and support the delivery of leisure services with potential impact on core purpose and contractual requirements.	➤ Resolve and recruit appropriate staff matched to the skill set required to drive the parts of the business. Focus on priorities ensuring all staff has buy-in, clear responsibilities and duties and reporting and income and expenditure targets. Shared purpose.
➤ Any disinvestment in continual maintenance of buildings and fabric and pump priming of new initiatives could reflect the capability of reaching the level of savings and achieving income targets.	➤ Continually engage with partners to ensure leisure centres and facilities are prioritised for regular maintenance and seek funding through schemes such as 21 st Century Schools programmes, invest to save, Section 106 and Community Infrastructure Levy.

Signed

Designation

Dated

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Proposed savings, Mandate 1: Development of Leisure Services	Tourism, Leisure & Culture
Policy author / service lead	Name of assessor and date
Ian Saunders	Ian Saunders 16/10/2014

1. What are you proposing to do?

- Remodel the Leisure Centres and Business Development Management staff.
- Remodel Leisure Services administration, clerical and finance support.
- Review current contractual arrangements and support services. Specifically cleaning contracts and deleting contribution made to Caretaking costs at Abergavenny Leisure Centre and KHS VIII School.
- Reduction in core funding for our Outdoor Education Service.
- Reduction in core funding of the Leisure Services budget of Supplies and Services.
- Increase Fitness Offer and member journey through retention.
- Increase Aquatics Offer and member pathway through increase in direct debits in learn to swim programme.
- Increase Sport and Physical Activity Offer and member pathway through new offers and programmes.
- Increase Training Courses through Monacademy by offering Fitness, Pool Lifeguard, Sport Leadership, Safeguarding and First Aid Qualifications to businesses, community and community sport clubs.
- Develop Caldicot Leisure Centre 3G pitch and outdoor facility provision.

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

None identified.

4. Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

A recent exercise with our leisure services users asking them the pertinent question ‘what matters to them’, helped us to derive at our purpose – clean, friendly, accessible leisure services. A Leisure Centre Manager has been seconded to another department for 3 days of the week. Where this has taken place there has been no adverse effect to the delivery on services at that site. Where a member of staff has left the authority we haven’t replaced her post. A couple of members of staff have come forward and either asked to leave the service or take a career break from the service.

The emergence of the Tourism, Leisure and Cultural Manager post and coming together of services will ensure continuity, high standards of delivery, share working practices and shared goals.

5. Please list the data that has been used to develop this proposal? e.g. Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc..

Systems thinking exercise undertaken in 2013/14 to look at ways of reducing waste and defining purpose.
Monthly monitoring income and expenditure reports and analysis of business unit performance.
Clear accountability of business unit performance.
Regular user and non-user feedback and fully engaged with social media channels for promotion and feedback.

Signed.....**Designation**.....**Dated**.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Ian Saunders		Please give a brief description of the aims proposed policy or service reconfiguration Proposed savings, Mandate 1: Development of Leisure Services	
Name of the Division or service area Tourism, Leisure & Culture		Date “Challenge” form completed 16/10/2014	
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			The ongoing work of the Gwent Child Obesity Strategy and Monmouthshire Creating an Active and Healthy Monmouthshire group looks to identify the data and seek to address some of the issues presented in Monmouthshire through interventions and partnership working. The National Food Wise Scheme adopted by the Exercise Referral Team in Monmouthshire has exceeded expectations and retention is high.
Improve housing quality and provision		No impact.	

<p>Reduce ill health and improve healthcare provision</p>			<p>New initiatives such as the wellness journey for communities is key to long term adherence to exercise and essential life style changes.</p> <p>The learn to swim programme is developed to ensure life skills are achieved at a very young age and individuals are encouraged to continue on the pathway of every child a swimmer and in Monmouthshire swimming is fun.</p> <p>Sport and physical activity and the creation of new programmes to attracting families and very young children who we will prepare to become hooked on sport.</p> <p>Data from Sport Wales School Sport Survey 2013 tells us children hooked on sport are above the National average however there is still work to be done to stretch these targets.</p> <p>The Welsh Health Survey also indicates adults in Monmouthshire are active above the National average however through initiatives in walking, cycling, fitness and the recently adopted Active Travel Bill Wales we will seek to make improvements in our infrastructures.</p>
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<p>Promote independence</p>			<p>Monmouthshire National Exercise Referral programme is a corner stone of health promotion in Monmouthshire and is exceeding all expectations above the National performance targets. Key stakeholders, practitioners and clinicians are working with us at developing long term interventions.</p> <p>The Monacademy training programme will enable individuals to access doorstep opportunities for their own continual professional development, hobby and interest or even change of career.</p>
<p>Encourage community participation/action and voluntary work</p>			<p>Sport 4life leadership and volunteering programme have exceeded all expectation. We have built solid foundations and continually delivered over 1000 volunteer hours through sport in the previous eighteen months. We aim to develop over 150 Young Ambassadors through Sport by 2015 who will directly deliver a saving in excess of £23,000. Our latest scheme starting at the age of 10 years old encourages, supports and mentors young leaders to become our coaches of the future.</p> <p>Weekly voluntary led walking groups and social groups have</p>

			been set up independently through participants accessing our exercise referral and FIT4life programmes.
Targets socially excluded			<p>Take up of existing projects such as our Passport to Leisure Scheme for children who receive free school meals and individuals who receive benefits has increased through greater promotion and awareness of the scheme.</p> <p>Our insport programme and plans are seeking to continually address inclusive opportunities through sport and access to facilities.</p>
Help reduce crime and fear of crime			Through our Local Area Plan for Sport, Positive Futures and The Police Crime Commissioner we have identified funding to use sport as an engagement. We have set-up a multiagency task and finish sub group of the Youth Offer to map current data and hotspots and to develop a referral scheme for Monmouthshire.
Improve access to education and training			The leisure centre through the Monacademy arm is looking to develop further opportunities for existing programmes that are taking place within our settings such as, modern apprenticeships and back to work schemes, MyDay MyLife and

			regular CPD for staff.
Have a positive impact on people and places in other countries		Not known.	
PLANET			
Reduce, reuse and recycle waste and water			Our leisure centre has been subject to energy efficiency improvements however there is still a long way to go. We are working with our Estates colleagues and Property Services and 21 st Century Schools Board to identify any measures and schemes.
Reduce carbon dioxide emissions		Our leisure centre has been subject to energy efficiency improvements however there is still a long way to go. We are working with our Estates colleagues and Property Services and 21 st Century Schools Board to identify any measures and schemes.	
Prevent or reduce pollution of the air, land and water		leisure centres have been subject to energy efficiency improvements however there are still opportunities for improvement. We are working with our Estates colleagues and Property Services and 21 st Century Schools Board to identify any measures and schemes.	
Protect or enhance wildlife habitats (e.g. trees,		leisure centre has been subject to energy efficiency improvements	

hedgerows, open spaces)		however are still opportunities for improvement. We are working with our Estates colleagues and Property Services and 21 st Century Schools Board to identify any measures and schemes.	
Protect or enhance visual appearance of environment		Leisure Centres have been subject to energy efficiency improvements however there is still a long way to go. We are working with our Estates colleagues and Property Services and 21 st Century Schools Board to identify any measures and schemes.	
PROFIT			
Protect local shops and services			Maintain and develop core leisure centre assets and encourage support of local economy and businesses.
Link local production with local consumption			Continue to exploit opportunities to promote local schemes, National interventions and major events.
Improve environmental awareness of local businesses		No impact	
Increase employment for local people	The initial remodeling will have an effect on the reduction of posts. The reduction of contractual arrangements could have an effect on local people currently employed by the operating companies. However		

	<p>this is unknown at this stages as some hours are not prestly filled and we are aware the cleaning operating companies has other contracts within the local area.</p>		
<p>Preserve and enhance local identity and culture</p>			<p>Maintain and develop core leisure services/offer to enhance local sense of place and connections.</p>
<p>Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc.</p>		<p>Leisure are tied into Fair Trade links and partnerships.</p>	
<p>Increase and improve access to leisure, recreation or cultural facilities</p>			<p>Maintain and develop core leisure services/offer to enhance local sense of place and connections. Ensure the service is fit for purpose. Continually invest in buildings, fabric, new ideas and technology and the continual professional development of staff.</p>

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
<ul style="list-style-type: none"> ➤ The service doesn't survive the current financial challenges and closes all together. 	<ul style="list-style-type: none"> ➤ Adopt the proposals and measures that have been suggested. Ensure our leisure services are a priority of the Council as this exercise demonstrates that although a discretionary service it touches most if not all parts of the community in a positive way and a key delivery of the Councils priorities, core values and aspirations.

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

- More streamlined management and delivery teams with clear focus and accountability for business units.
- Fit for purpose service that will sustain the current financial pressures and increase income at a very challenging time.
- Delivery of operational efficiency savings ensuring best value is sourced and the appropriate level of support is received from our contractual services.

- 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:

- The initial loss of posts will have an immediate effect on those staff that are effected.
- A swift decision and response to this Mandate is imperative:
 - to ensure staff that are misplaced have every opportunity to prepare themselves for employment
 - to achieve our commitments to savings set out as part of the council's wider budget plans in the revised MTFP 2015/16 and onwards in Mandates 1 – Development of Leisure Services:

Signed I Saunders

Dated 21.10.14

2 Collaboration of Housing & Community Services

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

This template provides guidance on how to complete the Proposal Business case.

Document Control

Version	Date	Status (draft, approved, signed off	Author	Change Description
1	16.10.14		Ian Bakewell	

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept

Executive Summary

Needs to include:

- A summary of the Vision and Outcomes
 - Why the proposal is being developed
 - The threats and opportunities that the project is designed to address
 - Summary description of the future state and the current state and an analysis of the gap between the two (Blueprint)
- Summary of the recommended Solution – including
 - Benefits to be realised, savings and costs
 - The return on investment for the recommended option if relevant
 - Significant risks, issues, constraints and assumptions
 - Results of Equality Impact Assessment

Detailed Business Case

Vision

Use this section to set out a compelling picture of the future that this proposal will enable. This should include the new/improved or reduced services, how they will look and feel and be experienced in the future. Explain how the vision ties into the strategic purpose of the organisation, (Single Integrated Plan, Improvement Plan, Your County Your Way etc) and fits with other initiatives. Explain how the proposal addresses any treats or opportunities.

This proposal has three distinct strands that contribute to the strategic purpose of the Council. These are as follows:

Housing Options Team

- The vision is a new joint Housing Solutions Service that operates across Monmouthshire and Torfaen. A specific aim and business need of the new service will be to increase resilience and capacity to deal with an anticipated demand arising from the introduction of a new statutory duty to prevent homelessness from 1st April 2015. This proposal and structure for delivering the new service was approved by Cabinet on 15th October 2014. A further aim is to develop an available stock of housing accommodation in the private sector to increase

housing options in both Counties, which again supports the business need to prevent homelessness and reduce the use of B & B. The service will be marketed and promoted as a housing advice service for all residents. However, the service will particularly support and provide a safety net for vulnerable households who are at risk of homelessness or actually homeless. Another proposed feature of the service is to establish a structure to facilitate a customer led approach.

This proposal will contribute to the vision, Resilient and Sustainable Communities, of the Single Integrated Plan and supports the Council's priority to protect the Vulnerable People.

This proposal is facilitating the deletion of the Senior Housing Officer Options Post and a reinvestment of a proportion of the budget into front-line service improvement and the creation of a Housing Support post which will focus on homeless prevention activity such as financial inclusion, as approved by Cabinet on 15th October 2014. This releases **salary savings of £13,334**.

- As part of establishing the new Housing Solutions Service, a key accommodation resource and housing option available to help increase homeless prevention is the Council's Shared Housing & Lodging Scheme. This currently has 21 units. On the basis of existing and future anticipated demand, it is recommended the scheme be expanded to strengthen the Council's ability to prevent homelessness and help meet the pending statutory duty which will commence in April 2015. Due to the management of the current scheme being at capacity, it is recommended that a part/time fixed term appointment be made to support the management of the scheme whilst it is being grown. The growth of the scheme (and allowing for the costs of a part-time fixed term post until September 2015) will facilitate **income generation of £20,000**. A positive impact of the scheme is a reduction in the need to use B & B accommodation. This, therefore, will facilitate a **saving of £6,522**.

This proposal will contribute to the vision, Resilient and Sustainable Communities, of the Single Integrated Plan, supports the Council's priority to protect Vulnerable People and it supports the Council's Improvement Objective to be an efficient, effective and sustainable organisation

Housing Renewal Team

- The Housing Renewal Manager, who manages disabled adaptations and the Careline service, has recently requested flexi-retirement. Due to the introduction of more efficient working methods the opportunity exists to facilitate the request and reduce the post to a 0.8 w.t.e. without any detrimental impact upon service provision. This will generate **salary savings of £9,944**.

This proposal does not impact upon the on-going delivery of disabled adaptations and the provision of the Careline Service, both services of which will continue to contribute (through supporting independent living) to the vision, Resilient and Sustainable Communities, of the

Single Integrated Plan, it supports the Council's priority to protect Vulnerable People and supports the Council's Improvement Objective to be an efficient, effective and sustainable organisation

Careline

- It is considered that the Careline Service continues to provide a suitable business model to continue developing and building upon to generate surplus income for the Council. The Careline Service has an established client base which typically remains constant, although there has been a slight decline in client numbers. Although the service successfully recruits 40-50 new clients per quarter, a similar number leave the service due to death or moving to alternative accommodation for support. The priority, is to continue marketing the service using a range of methods and more commercial techniques to raise awareness of the scheme and its benefits. The previous Housing mandate required £15,000 income generation through the growth of the client base. As the client base has continued to remain broadly static, but nevertheless financially viable, it is proposed that the £15,000 be revised to **£5,000 income generation**. However, combined with the reduction of the management costs relating to the Housing Renewal Manager mentioned above, the total contribution to the budget mandate in respect of Careline is £9,972.

This proposal will contribute to the vision, Resilient and Sustainable Communities, of the Single Integrated Plan and supports the Council's priority to protect Vulnerable People

Outcomes

Briefly articulate the outcomes that the proposal is expected to achieve. You need to think about how these will be measured as this will be the key to identifying what success looks like and being able to assess whether we have achieved what we set out to achieve. These are the 'What Matters' measures. Specify timescales for these outcomes.

- The following are headline outcomes that the new joint Housing Solutions Service will be seeking to achieve, which will be monitored quarterly:
 - Increase in the number of cases prevented from becoming homeless and a reduction in homelessness
 - A reduction in the use of B & B
 - Achieve efficiency savings as per the Cabinet budget mandate and meet the current Medium Term Financial Plan targets. (It will, however, be an on-going priority to identify further income generation targets.
 - Increase in the number of private sector landlords working in partnership with the Council.
 - Satisfaction feedback from clients

- The outcome for the Careline service is to continue to seek to increase the number of clients, which is monitored quarterly

Blue Print

The Future State

Describe how the organisation will look and function in the future and the business changes that will be needed in terms of new processes; new organisational structures; technological and infrastructure requirements and new information requirements.

Current state and gap analysis

Identify the extent and nature of the change required to achieve the Future State

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	Eg business processes, performance levels and operating costs		N/A
Organisation structures	Eg should include staffing levels, roles, skills and culture	New Housing Solutions Team The new structure agreed by Cabinet on 1th October 2014 facilitates the deletion of the Snr Housing Options Officer and the creation of a Housing Support Officer and saving £13,334	None

		<p>In order to expand the Shared Housing Scheme there is a need to appoint a fixed term Private Sector Housing Assistant x 0.5 in order to release capacity to engage with private sector landlords and expand the existing portfolio</p> <p>Housing Renewal Team The structure of the team will change through the full time Housing Renewal Manager post becoming 0.8</p>	<p>That team capacity is temporarily increased to support the expansion of the Shared Housing Scheme</p> <p>There is a small risk that the current post-holder withdraws their flexible retirement request</p>
Technology/infrastructure	Eg. ICT systems, buildings and other assets needed for the Future State, as well as the required service arrangements		N/A
Information and data	Eg Management information and data required to operate the Future State		N/A

Options Appraisal

Identify the options being considered and how each will fulfil the blue print for the future state above. This will enable the Cabinet to be clear about the main features of the solution proposed and how it differs from the other options presented.

Option 1

Cost-Benefit Analysis

A cost- benefit analysis, that includes both the financial and non financial costs and benefits, is the heart of the **Business case**.

Each options needs to describe the costs and benefits of that option overtime.

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit						
Establishment of new Housing Solutions Service and restructure in relation to deleting Snr Housing Options Officer and creation of Housing Support Officer	Housing Options Team Budget - £352,399.	£13,334 through the deletion of the Snr Housing Options Officer and creating a Housing Support Officer	April 15			
Expansion of Shared Housing Scheme	Nil	£20,000 income generation	Apr 15 – Mar 16			
B & B Reduction	Housing Options Team Budget - £352,399	£6,522	Apr 15 – Mar 16			
Flexi Retirement of	Housing Renewal	£9,944 - £4,972 from	Apr 15			

Housing Renewal Manager	Budget £21,217 & Careline Budget (£19,874)	Housing Renewal Budget and £4,972 from Careline)				
Careline Marketing	Budget (£19,874)	£5,000 income generation				
Non financial benefits	Current performance	Target performance				
Reduction of B & B Use	71 Placements 13/14	30 Placements				
Improvement of homeless prevention	24.15% 13/14	35%				
No . of homeless determinations	390 13/14	350				
No. of Careline Clients	741 13/14	800				
Cost Eg any one off costs, or increases in operational costs which need to be netted off the savings The appointment of a temporary part-time	Current costs Nil	Revised costs £5,412				

Private Sector Housing Assistant						
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Impact

Describe the negative results of undertaking this proposal e.g. existing universal benefit is reduced and focused on those most in need
Describe the results of the detailed equality Impact assessment

There are no negative impacts arising out of this proposal

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
The Council may not be able to identify private landlords willing to participate in the shared housing scheme, thereby, impacting upon the	Low	High	Between now and Mar 16	Ian Bakewell	The new Housing Solutions model established has a Private Sector Housing team that will provide a dedicated support service for landlords	Karen Durrant & Lindsay Stewart

projected income					The Council has an evolving framework for developing relationships with private landlords and increasing support to encourage more landlords to work with the Council	
The Housing Options Team will not have the capacity to increase the number of units or manage a higher level of stock	Medium	High	Between now and Mar16	Ian Bakewell	It is proposed that a fixed term part time post be appointed to provide support and assistance to the Private Sector Liaison Officer to facilitate growth of the scheme The establishment of the new Housing Solutions Service and the new Private Sector Housing Team will provide capacity once its bedded in fully	Karen Durrant
The Housing Renewal Manager may withdraw his request for flexi retirement	Low	Medium	Between now and De 15	Ian Bakewell	Seek approval to restructure the Housing Renewal Team	Ian Bakewell
There is a change in demand in relation to homelessness and/or homeless prevention which results in an increase in the use of B & B	Low	Medium	Between now and Mar 16	Ian Bakewell	The proposed expansion of the Shared Housing Scheme The establishment of the new Housing Solutions Service to improve homeless prevention	Karen Durrant & Lindsay Stewart

Careline isn't seen as a solution to supporting independence and reducing packages of care for Social Care & health	Medium	Medium	Between now and Mar 16	Ian Bakewell	The current Intermediate Care Grant is facilitating the installation and availability of Careline free of charge for Reablement clients.	John Parfitt & Sarah Turvey-Barber
Careline client base doesn't increase as per target	High	Medium	Between now and Mar 16	Ian Bakewell	On-going attempts to identify ways to more innovatively promote and market the service eg targeting carers, linking to Disabled Facilities Grants	John Parfitt & Sarah Turvey-Barber
DWP funding regulations changing which results in a reduction of the management fee paid via housing benefit	Medium	Low (for 15/16)	Between Apr 15 & Mar 16	Ian Bakewell	There are break clauses within agreements with landlords There would be attempts to renegotiate agreements with landlords	Karen Durrant

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
See risks				

Constraints

Describes any known constraints that apply to the option.

No constraints identified

Assumptions

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

Option 2, etc

Repeat above sections for each option considered

Evaluation and comparison of options

Provide an evaluation of the options against criteria and weightings. Criteria could include:

- Timescale
- Overall level of cashable and no cashable savings
- Overall cost or up front investment required
- Fit with future state, strategic fit
- Organisation capability and capacity to deliver
- Degree of compliance to regulation
- Complexity eg number of stakeholders, organisations involved
- Degree of business change, including behaviour change
- Tried and tested vs leading edge solutions

- Degree of stakeholder support

Recommendation

Provide a summary of the evaluation of the options highlighting the preferred option with an explanation of why this options is recommended

High level Plan for delivery

Describe how the organisation will provide the necessary resources and capability required to carry out the preferred option successfully:

- Assigning clear responsibility for delivery
- Stakeholders involved and plan for engagement through implementation
- Authorisation route and monitoring arrangements eg reports to the Strategic Programme Board

Responsibility for the delivery of all aspects of this mandate rests with the Housing & Communities Manager. Lower level responsibility will lie with the Housing Options Manager in relation to actions relating to the new Housing Solutions Service and the Housing Renewal Manager in relation to Careline

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

6 Museums, Castles, TICs, Tourism

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	07102014		Rachael Rogers	
2	08102014			NE additions/Changes to reflect revised template/RR notes
3	15102014			RR update
4	16102014			NE, ML. AA updates
5	16102014			AR updates
6	17102014			Final updates
7	19102014			Final Changes

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept
Matthew/Annie/Nicola/Mike/Aileen/John/Ian		

Executive Summary

Our vision is that Tourism, Leisure and Culture will be an efficient and effective department. In order to do this we have set out below a variety of options which together will deliver the required savings.

Detailed Business Case

Vision

Our aim is to fully integrate cultural services, tourism services and attractions within the Tourism, Leisure and Culture Section to maximise the synergies between services and achieve a sustainable long term business footing to reduce the draw on MCC budgets, maximise the potential for external investment and to achieve the resulting cultural, community and economic benefits. This mandate is intended to be implemented alongside the detailed examination of the options and opportunities to inform the future of Monmouthshire County Council's core cultural services and attractions including devolved or trust status as considered at cabinet on 15 October 2014.

Outcomes

Success for us will mean we come in at year end on budget, whilst remaining an innovative and effective service for our communities and visitors.

Blue Print

The Future State

Across Cultural Services we will make a saving of £190K in 15/16 – either in savings or income generation.

Current state and gap analysis

Options identified and agreed in Project Mandate 6 in October 2013 for 15/16

- Conservation Income - £30K
- Shire Hall Savings - £69K

New ideas detailed below:

- Income from weddings - £15K
- Countryside savings - £20K
- Savings from volunteers used at TIC - £10K
- Unrestricted income made by fundraiser - £9K
- Income from learning - £4K
- Savings from shared service model at Chepstow TIC - £10K
- Income from green screen technology - £20K
- Income from rental of Abergavenny Red Square window - £3K

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	Weddings are being offered to a greater or lesser extent across our sites. Currently operating below potential capacity at each site with an inconsistent offer and a lack of coordinated marketing.	<p>Develop a co-ordinated site appropriate wedding package at Tintern Old Station, Abergavenny Castle, Shire Hall and Caldicot Castle</p> <p>Co-ordinated approach needed across sites. Can be applied across different functions beyond weddings.</p>	Income growth to be used to initially meet and then if possible improve on commercialisation targets as set out in Project Mandate 6
	Current opening hours at many sites are not in line with needs of modern visitors.	<p>Review the current opening hours and how these meet the needs of target audiences</p> <p>Consider the balance between ‘open to the public’ and ‘pre-booked groups’ across all museums and attractions as part of new marketing plan.</p> <p>Specific options include:</p> <ul style="list-style-type: none"> • Shire Hall shutting on a Sunday in winter if no events being held (Shire Hall currently operates a TIC service year round. This means proportionately high staffing and building costs when the building is not in use for other events) • Further considering opening hours outside peak times / days and events (potentially 5 day a week opening) at Caldicot castle • Reviewing museum opening hours particularly where there is lunch time and weekend closing. 	<p>We will re-align resources to maximise effectiveness of resources and skill sets and delivery of overall marketing plan.</p> <p>Desire that Monmouth should “look open for business” on a Sunday and that Shire Hall should support/lead on this.</p> <p>Winter Sunday dates will continue to offer low retail takings at Shire Hall.</p>
	Museums and attractions currently market their sites on an individual basis.	<p>Joint Marketing of Tourism & Culture Assets</p> <p>This proposal aims to make our services</p>	Better and more co-ordinated marketing and improvements to the offer will help drive the

		more sustainable, by continually improving the offer, making more effective use of marketing budgets and enabling access to external funding for ongoing development.	commercialisation / income growth targets
	Countryside vehicle fleet has evolved historically and needs review against future service requirements	Rationalising countryside service vehicle fleet and related costs. Reduction in overall vehicle numbers and changes to vehicle mix	Vehicles will be pooled, winter 4x4 cover will be reduced.
	Ad hoc contributions to / charges for countryside access and green infrastructure management / project costs	Securing landowner, developer & external funding contributions to countryside access and green infrastructure management costs. Commercial charging/ full cost recovery /management fee recovery where statute allows	Greater cost recovery for discretionary activity where statute allows (statutory constraints / charge limitations will limit this potential).
Organisation structures	There are structured opportunities for volunteering within the museums service. This can be widened to help make the service more sustainable, improve the visitor experience and realise the potential of social capital.	Development of volunteer opportunities across the service Use of ambassadors in TICs will help to achieve the savings target on the TIC budget.	Sufficient numbers of ambassadors are recruited, trained and willing to help deliver an effective visitor information service.
	Museum Fundraiser is currently in place until February 2015. Good progress has been made but this needs to be sustained.	Establish a Fundraising and Relationship Development role. To work not just for Museums but across the department The Museums' Fundraiser's targets are currently met with a mix of grants related to specific projects or posts and 'unrestricted' income. The unrestricted income – money raised which can be applied to core funding and to keep the services running, needs to be seriously increased if the services are to be maintained.	Income target for 2015/16 was originally identified for Museums and is included in Project Mandate 6. If we worked across the service this total would still be the same initially but distributed over the service not just museums. The current Museum Fundraising Post to work across the wider Service where possible to create the opportunities to raise greater

			amounts of 'unrestricted' income and revenue focused income.
	Learning Officer is in post until December 2014. There is an untapped income via learning opportunities which if this post is permanent we can build on.	Establish a Learning and Community role, to potentially work across TLC. There is potential to increase income via learning opportunities particularly schools if this post is in place.	Post would need to be permanent in order to benefit from income stream.
	A reduced TIC service is currently in place in Chepstow due to previous budget cuts. The development of community hubs will provide further opportunities.	Development of Shared Service Model for Chepstow TIC Proposal submitted to Chepstow Town Council requesting a contribution of up to £15k for delivery of the TIC service for specified opening hours and agreed staffing levels, plus additional marketing activities for the town.	Savings to be used to achieve the target savings on the TIC budget Quarterly management meetings with the TC and other stakeholders in the town to report / monitor performance
Technology /Infrastructure	Attractions are not currently realising opportunities presented by latest technologies to enhance the visitor experience through improved interpretation.	Development of green screen products for attractions to improve visitor experience and increase opportunities for income generation.	This will be funded under Welcome Monmouthshire RDP project to improve the visitor experience at sites and provide a new income stream.
Information and data	New VisitMonmouthshire.com website being launched in November funded through Welcome Monmouthshire RDP project.	Development / promotion / prominence of engaging content. To promote Monmouthshire attractions and inspire visits and use of the new product database to feed relevant Visit Monmouthshire website content to kiosks and Visit Wales website.	Our existing website is old and not effectively integrated with content from the Wales Tourism Product Database.
	The display area in Red Square Abergavenny is owned by MCC but is currently managed and income received by Abergavenny & District Tourism Association. The arrangements are cost neutral but do not generate income.	Investigate potential to generate income through renting out Red Square window, Abergavenny.	Appropriate handover between the two organisations. Securing a commercial lease on this window may reduce tourism benefits to the town.

Options Appraisal

We are suggesting as many of the following options as possible should be taken. They are not linked to each other so it is not a case of doing one or the other. Carrying out a combination of them will enable us to deliver required savings.

Other options were laid out in Project Mandate 6. Some of these were not approved hence the need for alternative solutions. However some were and we will continue to deliver those (identified at end of table).

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2014/15	2015/16	2016/17
Cashable benefit	£1,573, 583. Total budget for all Museums (including invest to redesign money), Attractions, Tourism and Countryside.				
Budget saving target		£190K			

<p>Develop a co-ordinated site appropriate wedding package across attractions.</p>		<p>£15K</p>	<p>Devise rate card</p> <p>Organising photography for wider offer.</p> <p>Creating a joint online resource and brochure</p> <p>Earning income from supplier advertising and commission.</p> <p>Investigating the use of a wedding co-ordinator</p>	<p>Launch product</p>	
<p>Savings from countryside via fleet and increasing income for countryside access and green infrastructure management costs</p>	<p>£24K (Vehicle fleet)</p>	<p>£20K</p>	<p>Complete review of fleet and implement as existing contracts allow.</p> <p>Establish full cost base and devise rates.</p>	<p>Countryside - Rationalising vehicle fleet and related costs. Greater cost recovery for discretionary activity where statute allows.</p>	
<p>Development of volunteer opportunities across Tourism & Culture (& possibly leisure too)</p>	<p>£60K TIC budget for 14/15</p>	<p>£10K TIC salary saving.</p>	<p>Development of TIC ambassador training course October and delivery 19 November. Funding for training secured through CRT.</p>	<p>Investment in development of volunteer programmes / opportunities across Tourism & Culture</p> <p>Pilot the use of Monmouthshire ambassadors in TICs</p>	
<p>Establish a Fundraising and</p>	<p>Post currently funded until Jan</p>	<p>£9K <i>unrestricted funding.</i></p>	<p>Appoint a Fundraising and Relationship Development role,</p>		

Relationship Development role, possibly to work across TLC	2015 through HLF Transition grant.	In addition to project related grant income streams.	possibly to work across TLC		
Establish a Learning and Community role, possibly to work across TLC		£4K income from learning services	Appoint a Learning and Community role, possibly to work across TLC		
Development of Shared Service Model for Chepstow TIC	£60k TIC budget 14/15	£10K	Proposal submitted October 2014	Proposal submitted to Chepstow TC requesting contribution of up to £15k for 15/16 to deliver TIC service and additional marketing / promotional activity.	
Development of green screen products for attractions to improve visitor experience and increase opportunities for income generation.	This will be funded via the RDP scheme.	£20K	Green screen product experiences in place at sites December 2014.	Green screen product experiences on offer at sites and exhibitions, and generating income.	
Long term rental of Red Square window, Abergavenny	No cost or income currently as ADTA manage window and claim	£3K	Advise ADTA that MCC can no longer offer free facility. Work to secure potential long term rental by MCC to external body.	Monitor and carry out rental as appropriate.	

	100% small business rate relief				
Savings already identified in October 2013		£30K		Income from Museum Conservation Post	
		£69K		Savings from Shire Hall Budget	
Non financial benefits	Current performance	Target performance			
Review the current opening hours and how these meet the needs of target audiences	Current hours at some sites are not in line with a modern service.	This is the process by which we will become more effective and efficient. Consider the balance between 'open to the public' and 'pre-booked groups' Tie in with marketing plan	Carry out an options appraisal for each site.	Introduce and monitor NB: This will allow us to be a more modern service.	Make any changes as necessary .
Joint Marketing of Tourism Leisure & Culture Assets			Commissioning of interesting / engaging digital content to promote attractions and encouragement of visitors / stakeholders to create interesting content they want to share.	Continue using existing digital tourism marketing officer to deliver plan and develop joint marketing collateral Continue joint	

			<p>Development of new Monmouthshire attractions visual identity</p> <p>Development, delivery & monitoring of single tactical marketing plan and strategy for Monmouthshire attractions which identifies the key audiences and best prospects for each attraction.</p> <p>Monitoring satisfaction of the visitor experience at each site through the online visitor survey</p> <p>Monmouthshire online visitor survey results used to develop the offer at each site / demonstrate demand to access external funding.</p>	marketing activity and promotions.	
<p>Development / promotion / prominence of engaging digital content to promote Monmouthshire attractions and inspire visits and use of the new product database to feed relevant visitmon website content to kiosks</p>	<p>Digital content for attractions needs increasing / improving.</p>		<p>Ongoing digital content development and promotion through all available channels</p>	<p>Ongoing content development and promotion through all available channels</p>	

and Visit Wales website.					
Visitor Figures			Increase visitor numbers and yield per visitor through more effective marketing and an improved offer.	Enhanced visitor experience	
Educational visits				Learning post will ensure focus on core role of education for cultural services.	
Cost	Current costs	Revised costs			
<p>Joint marketing of tourism and culture assets.</p> <p>Establish a Fundraising and Relationship Development post.</p>		<p><i>To deliver an effective / impactful marketing campaign for the attractions, will require pump priming from the invest to redesign fund. A marketing plan will be developed to fit the available budget.</i></p> <p><i>The cost of funding the post (£32K) needs to be covered from core costs.(It is covered by a</i></p>			

Development of Shared Service model for Chepstow TIC		<i>grant until January 2015)</i> <i>£15k contribution being sought from Chepstow Town Council for 15/16</i>			
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Impact

There is a huge reliance on income generation for the services involved. If targets are not met it leaves the service in a very vulnerable situation.

Key Risks and Issues

Risks – anticipated threats to the benefits						
Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Rationalising vehicle fleet will reduce winter 4x4 cover to one or two countryside vehicles (from 4no.)	High	Low	As soon as existing contracts allow	Matthew Lewis	Discussing impact with transport section and relevant services so alternative winter arrangements can be put in hand.	Matthew Lewis
Not securing increased income for countryside access and green infrastructure management costs	Low	Medium	From April 2015	Matthew Lewis	Testing and monitoring approach as it develops	Matthew Lewis
Chepstow Town Council not providing £15K	High	High	April 2015	Nicola Edwards	Increase use of ambassadors or reduce opening hours / close for winter months if this	Nicola Edwards

					doesn't work	
Not establishing a permanent fund raising post It is essential that the real potential that exists for raising unrestricted funding through such means is maximised. This can only be successfully achieved with a dedicated post in place. Without an experienced fundraiser in post such ambitious targets set cannot be reached	Medium	High	From Feb 2015 (contract ends)	Ian Saunders	Suggestion that the post works across TLC so cost can be spread further than museums or is combined with a role such as business development	Ian Saunders
Not establishing a Learning and Community role will have detrimental effects in two ways – will reduce the potential income from learning and will also mean that learning is not at the heart of Monmouthshire's Cultural offer.	Medium	High	From Dec 2014 (contract ends)	Ian Saunders	Suggestion that the post works across TLC so cost can be spread further than museums.	Ian Saunders
Not having sufficient budget / resource to effectively market attractions will affect their ability to generate income	Medium	High	Ongoing	All	Ensure best use of available budget to deliver maximum benefits	All
Securing a commercial lease for Red Square window may reduce tourism benefits for the town.	High	Medium	As soon as access to free facility removed.	Nicola Edwards	Ensure town is promoted effectively through all available channels	Nicola Edwards
Failure to recruit and train sufficient numbers of enthusiastic ambassadors will impact on our ability to	Medium	High	From December 2014	Nicola Edwards	Ensure volunteer opportunities are attractive	Nicola Edwards

continue delivering an affordable / effective visitor information service						
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Issues- current threats to the benefits				
Description	Priority	Issue Owner	Action	Action Owner
Lack of capacity to carry out activities	High	Ian Saunders	Ensure suitable staffing structure is in place	Ian Saunders

Constraints

Some invest to redesign budget will be needed to pump prime some initiatives and some posts establishing as part of the permanent structure. We recognised that the current economic climate may make this difficult in which case joint marketing activity will be limited to what is deliverable within core budgets and specified activity delivered under what remains of Welcome Monmouthshire budget.

Assumptions

- We have assumed that the correct staffing structure will be in place to deliver these savings.
- We have assumed that because some of these ideas are new to us, if we are more successful in some areas than others we can balance them against each other
- If the investment is not available where required then the proposed income related to those areas cannot be made.

Evaluation and comparison of options

All of these options in conjunction with each other can help to deliver the savings as set out in Project Mandate 6 for 2015/16.

Recommendation

Implementing all options above

High level Plan for delivery

- The relevant staff will continue to work on delivery of this programme.
- Ongoing consultation will be carried out
- We will report developments via Review Updates and to the Economy & Development Select Committee.

Sign-Off

The “Equality Initial Challenge”

Name: Ian Saunders Service area: Tourism, Leisure & Culture Date completed: 16 October 2014		Please give a brief description of what you are aiming to do. Proposed savings, Mandate 6: Museums, Shire Hall & Castles and Tourism	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age			Greater opportunities for developing learning packages with a range of groups.
Disability		No impact	
Marriage + Civil Partnership			Greater opportunities for marriage and civil partnership ceremonies
Pregnancy and maternity		No impact	
Race		No impact	
Religion or Belief		No impact	
Sex (was Gender)		No impact	
Sexual Orientation		No impact	
Transgender		No impact	

Welsh Language			<p>Further development of tourism content and promotion of attractions provides new opportunities to promote Welsh Language content.</p> <p>Increased possibilities to work in bilingual setting via learning opportunities.</p>
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Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤	➤
➤	➤
➤	➤

Signed

I Saunders

Designation

Dated

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Proposed savings, Mandate 6: Museums, Shire Hall & Castles and Tourism	Tourism, Leisure & Culture
Policy author / service lead	Name of assessor and date
Ian Saunders	Matthew Lewis / Rachael Rogers 17/10/2014

1. What are you proposing to do?

- Develop a coordinated wedding package
- Review of opening hours and how these match against target audiences, including days/times of opening at all museums and attractions.
- Joint marketing of tourism and cultural assets
- Countryside vehicle fleet rationalisation
- Increasing income /charges for countryside access and green infrastructure activity
- Development of volunteer opportunities
- Establishing a fundraising and development role across cultural services and attractions
- Establish a learning and community role across cultural services and attractions

- Development of shared service model for Chepstow TIC
- Development of green screen product for attractions
- Development of product database and content
- Long term rental of Red Square window, Abergavenny
- Income generation by Museum Objects Conservator (as agreed in project mandate 6 - October 2103)
- Savings to Shire Hall Budget (as agreed in project mandate 6 - October 2103)

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

None identified

4. Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

The review of opening hours and how these match against target audiences, including days/times of opening at all museums and attractions will include consultation with users.

5. Please list the data that has been used to develop this proposal? e.g. Household survey data, Welsh Govt data, ONS data, MCC service user data, Staff personnel data etc..

Based on reassessment of EIQA's completed (October 2013) for Shire Hall, Museums and Tourism, Old Station Tintern and Caldicot Castle and their review by the Equalities Policy Officer as part of 14/15 budget process, and a review against current proposals for 15/16

Signed...I Saunders.....**Designation Head Of Tourism Leisure & Culture**.....**Dated 21.10.14**.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Matthew Lewis/Rachael Rogers		Please give a brief description of the aims proposed policy or service reconfiguration Proposed savings, Mandate 6: Museums, Shire Hall & Castles and Tourism	
Name of the Division or service area Tourism, Leisure & Culture		Date “Challenge” form completed 16/10/2014	
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		No impact	
Improve housing quality and provision		No impact	
Reduce ill health and improve healthcare provision		No impact	
Promote independence			Learning opportunities for a wide range of community groups. Existing projects have shown a positive benefit in terms of independence and confidence building. E.g. Young Carers Happy

			Museum Project
Encourage community participation/action and voluntary work			Creating greater volunteering opportunities and investment in volunteer programmes;
Targets socially excluded			Learning opportunities for a wide range of community groups. Existing projects have shown a positive benefit in terms of confidence building for socially excluded e.g. Memory Box Project with Building Bridges.
Help reduce crime and fear of crime			Increased use of castle grounds by a variety of users will ensure they are more accessible to all – more use means less opportunity for negative behavior.
Improve access to education and training			Improving provision of learning opportunities across cultural services and attractions
Have a positive impact on people and places in other countries		No impact	
PLANET			
Reduce, reuse and recycle waste and water		No impact	
Reduce carbon dioxide			Rationalisation in countryside

emissions			vehicle fleet will reduce emissions
Prevent or reduce pollution of the air, land and water		No impact	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		No impact	
Protect or enhance visual appearance of environment			Increased use of grounds for weddings etc. will naturally lead to an enhanced visual appearance.
PROFIT			
Protect local shops and services			Maintain and develop core tourism assets /offer to support local economy and businesses
Link local production with local consumption			Continue to exploit opportunities to promote local goods, food etc.
Improve environmental awareness of local businesses		No impact	
Increase employment for local people			Maintain and develop core tourism assets /offer to support local economy and businesses
Preserve and enhance local identity and culture			Maintain and develop core cultural services, attractions, tourism assets /offer to enhance local sense of place and cultural connections
Consider ethical purchasing		No impact	

issues, such as Fairtrade, sustainable timber (FSC logo) etc.			
Increase and improve access to leisure, recreation or cultural facilities			Maintain and develop core cultural services, attractions, tourism assets /offer and match offer more closely to target audiences

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤	➤
➤	➤

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

<ul style="list-style-type: none"> • Rationalisation in countryside vehicle fleet will reduce numbers and 4x4s resulting in modest reduction in emissions • Maintain and developing core cultural services, attractions, tourism assets /offer gives positive benefits, to enhance local sense of place and cultural connections; to support the local economy and businesses, including jobs directly related to the tourism economy; and to directly increase and improve access to leisure, recreation and cultural facilities • Sites and attractions already exploit opportunities to promote local goods, food etc. and these proposals will assist them in continuing to do so
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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:

[Empty rectangular box for signature and date]

Signed

Dated

14 – REVISED HOME TO SCHOOL TRANSPORT

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
01	15.0.14	Draft	Richard Cope	Removal of Post 16 travel grant, Increase in cost of concessionary & post 16 concessionary seats.
02	27.10.14	Final	Roger Hoggins	
				Increase statutory mileage limits from 2 to 3 miles for secondary and 1.5 to 2 miles for primary
				Introduce pick up/Drop off Points on contracted routes

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept

Executive Summary

Vision:

1). To Re-vise the Current Home to School Transport Policy from 1st September 2016 as detailed in the following proposals:-

a) Increase statutory distances from 2 miles to 3 miles for secondary schools and from 1.5 miles to 2 miles for primary schools as set out in the revised Learner Travel Wales Measure June 2014.

b) To Introduce dedicated pick up/drop off points on contracted bus routes.

2) To complete the non statutory element of removing the provision of travel grants to post 16 students by July 2015 and increase the charge of Concessionary & post 16 concessionary seats as an agreed Policy change in September 2014.

3) To review existing school transport policies of MCC and other local authorities within the context of cost and statutory obligations. Prepare proposals for consideration by members outside of the 15/16 budget process that may impact upon future years provision and the medium term financial plan.

Outcomes

To reduce costs to the authority on providing Home to School Transport Services, increase income from providing discretionary and concessionary transport services.

The savings will be made on the removal of travel grants by the end of July 2015. Full year savings will be made in 2016/17 on this element. Some savings on contract costs may be made by increasing statutory limits and introducing pick up/drop off points (members wish to examine the impact of such a policy based upon some illustrative case studies).

The increase in income will be generated if the take up of concessionary and Post 16 concessionary seats remains the same or increases during the forthcoming financial years. Away from the 15/16 budget process investigation and consultation will be undertaken to ensure members are fully briefed on options surrounding the future Home to School Transport policies within MCC and their impact upon pupils, schools, costs etc. and any implications for the medium term financial plan.

Blue Print

The Future State

To support any statutory duties within the Home to School transport policy and remove the non statutory elements of post 16 travel grants

Support an increase in concessionary seat charges.

Current state and gap analysis

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	PTU Currently administer and support Post 16 travel through the award of a travel grant or the purchase of a concessionary seat on a contract vehicle for qualifying pupils. Feeder routes are provided to pick up points throughout the county for some contracts. Statutory distances are currently more generous than the statutory distances set out in the Learner Travel Wales Measure.	Remove the award of a travel grant for new entrants to the scheme, increase the concessionary charge for the purchase of spare places on contract vehicles. Change the Home to School Transport Policy to increase statutory distances, introduce designated pick up and drop off points, subject to better understanding of impact upon pupils and families of such a change	Policy needs to be altered to accommodate these changes , Consideration will have to be made on whether the policy changes will apply to existing pupils or be limited to new applicants which will be a factor in achieving the savings. Investigation of longer term policy changes need to be aware of timescales associated with admissions and publishing changes to travel policies (October '15 for implementation in September '16).
Organisation structures	Two members of admin staff deal with aspects of these functions at present,	No Change to staffing levels	After 2016 roles will be re aligned to take into account policy changes
Technology/infrastructure	Currently administered through CTX system & Sundry Debtors	No Changes Required	ICT connections remain constant

Information and data	Database held on CTX system through Citrix & Sundry Debtors system for income.	No Changes Required	Server connections remain constant.
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Cost-Benefit Analysis

A breakdown of cost benefit analysis for each element is listed below:-

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit						
Removal of post 16 travel grant from July 2015	£102,000	£102,000	£72,000	£30,000	£0000	£0000
Increase charges for post 16 & concessionary seats from £1.34 per day to £2.00 per day then by inflation on a year by year basis.	£60,000	£29,000 per annum in income	£29,000	<i>Inflation increase on charge</i>	Inflation increase	Inflation increase

Increasing statutory distances from 2 to 3 miles and 1.5 to 2 miles	<i>Assumed £30,000</i>	<i>£30,000</i>	£0,000	£20,000	£10,000	£0000
Introducing pick up points to contracted routes Removing some feeder services	<i>£100,000</i>	<i>£30,000</i>	£0000	£20,000	£10,000	£0000
Non financial benefits	Current performance	Target performance				

Impact

The removal of post 16 travel grants may have an effect on what choices are made by post 16 students when choosing Further Education courses (although this policy is already adopted and this is the completion of implementation). The increase in charge for concessionary seats may be a worry for parents/students. Increasing the statutory distances will mean that pupils will have further distances to walk to school, introducing

pick up points will make parents responsible for getting their children to the pick up/drop off point or may mean pupils will need to walk to bus stops in the future.

Key Risks and Issues

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Decrease in concessionary applications	Low	High	Any	R Cope	The increase to £2 per day still offers value for money for parents/students as this is only a fraction of the cost of running a car or purchasing a bus/train ticket.	R Cope

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Consultation not taking place on time and within timescales set out in Learner travel Wales measure	High	R Cope /D Mountfield	Ensure consultation takes place within timescales so publication of policy can be achieved before 1 st October 2015 for implementing in Sept 2016 (should policy changes be adopted by the Council)	R Cope /DF Mountfield

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Constraints

Wider consultation needs to take place with Schools parents and other stakeholders. Legal advice needs to be sought on the interpretation of the Learner Travel Wales Measure Guidance.

Assumptions

On these proposals it is assumed that consultation will take place on any future policy changes within the statutory timescales for implementation and that existing numbers of pupils travelling will be maintained.

Evaluation and comparison of options

The timescale of these changes and financial impact will depend on the option taken if existing pupils are included then savings will be made much sooner if the option on policy changes is to phase in these as new pupils start then the savings will be made over a period of five years in full although if a reduction in numbers occurs then this may be sooner.

Recommendation

That members consider options for future changes to Home to School transport policies (over and above statutory distances and pick up/drop off points). Any proposed changes will require consultation with stakeholders within the timescales indicated for the Home to school transport policy changes to be revised in line with the timescales set out in the Learner Travel Wales Measure June 2014. For example the deadline for publication will be 1st October 2015 to come into effect on 1st September 2016.

High level Plan for delivery

To be agreed after Consultation period ends.

Sign-Off

14 – EQIA – Home to School Transport Policy Changes

Appendix B

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” Roger Hoggins		Please give a brief description of the aims proposed policy or service reconfiguration Continuation with implementation of existing post 16 grant and concessionary travel polices. Increase to statutory distances from 1.5 miles to 2 and 2 miles to 3 for primary and secondary sectors respectively	
Name of the Division or service area Passenger Transport Unit		Date “Challenge” form completed 27.10.14	
0Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age	Children are affected by moving to statutory distances before travel offered and to pick up/drop off points which is less convenient		
Disability		Outside of policy	
Marriage + Civil Partnership		Not affected	
Pregnancy and maternity		Not affected	
Race		Not affected	
Religion or Belief		Not affected	
Sex (was Gender)		Not affected	
Sexual Orientation		Not affected	

Transgender		Not affected	
Welsh Language		Not affected	

What are the potential negative Impacts.	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments or engagement with affected parties).
➤ <i>Pupils that live over 1.5 miles (primary) and 2 miles (secondary) currently enjoy transport to school provided by the Council free of charge. This is over and above the statutory requirement of 2 miles and 3 miles so pupils that presently enjoy free travel (i.e. between 1.5 and 2 and 2 and 3) may lose that benefit.</i>	➤ Although more pupils will now have to walk or arrange their own transport the council will continue to assess cases where a safe route is not available and in these cases transport will be arranged free of charge.
➤ Pick up and drop off points will be introduced for secondary pupils. This is less convenient to those that presently enjoy a pick up at the door.	An assessment system will be developed to manage exceptions to the policy where danger or hardship can be demonstrated.
➤	➤
➤	➤

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:

The existing safe routes policy remains even if the statutory distances of 2 and 3 miles are adopted.

Members wish to examine options to introduce some form of assessment and appeals strategy to assist in cases where danger or hardship can be demonstrated.

16 REVISED SCHOOLS DELEGATED BUDGETS

The Proposal Mandate enables the Cabinet to decide whether to commission the detailed planning and design work to fully define the proposal. It presents the high-level Business Case for the programme and addresses the key question: How much potential is there for a saving in this area?

This template is accompanied by guidance on how to complete the Proposal Mandate.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	15/10/2014	Draft	Deb Mountfield/Nikki Wellington	Proposals to hold school budgets at current funding levels for the Individual School Budget thereby contributing £1,124m to the overall saving required for the financial year 2015/16.

Approval

Cabinet sign off to proceed with proposal detailed work, given by		Date	
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Distribution List

Name	Organisation	Job title / Dept
Sarah McGuinness	MCC	Chief Officer Education
Sharon Randall Smith	MCC	Head of Standards

Nikki Wellington	MCC	CYP Finance

Business need

The Authority is facing a reduction in core funding for the financial year 2015/16 amounting to 4.3%. The Schools budgets within Monmouthshire are the largest single budget heading and in the previous four financial years have been protected above the 1% Welsh Government limit.

Given the pressure the Authority is facing Schools have been asked to explore new ways of working that will contribute to the budget savings of the Authority.

Welsh Government requires Authorities to protect Education budget by 1% cover and above other service areas. Monmouthshire has exceeded this protection element for schools amounting to £1.5m, this is cumulative from 11/12 to 14/15.

Outcomes

The Schools budget will be not increase for the financial year 2015/16, in addition new pressures related to Teachers Pension increases and any inflationary pay/increments will need to be met by schools.

For an average Monmouthshire Secondary School with current funding of £4,496,427 this anticipated budget reduction would amount to circa £116,457, a 210 pupil size primary with an average funding of £706,459 would have an anticipated budget reduction amounting to circa £18,297.

The current known pressure for the financial year 2015/16 for increased pension contributions amounts to £330k, this however only represent 7 months were of costs and the following year a full year pressure would equate to £573k.

Proposal Vision

Describe the proposal activities that have been identified so far that will be required to work up the detailed proposal, with estimates of what they will costs and how long it will take to complete the work.

Headteachers and Governing Bodies have been informed of the wider corporate pressures that the authority is facing and the longer term financial impact being modelled. Clusters are now exploring ideas to generate future savings. The Directorate have supported the clusters and proposed a focus forum to explore these ideas further.

Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current Budget	Target Saving	Timing	Non-Cashable benefit	Benefit owner
<i>Holding a standstill budget for the Individual Schools Budget.</i>	<i>Service budget £43,328,019</i>	<i>£1,124,000</i>	<i>2015/16 financial year</i>		CYP
<i>Cross cluster working models to allow efficiencies and good practice</i>	<i>Part of above</i>	<i>Part of above</i>			CYP

Non - Financial Benefit

Further cluster working could promote the sharing of good practice, streamlining back office functions for staff could release staff time to invest in teaching and learning.

Impact

May result in more schools moving into a deficit position requiring a budget recovery plan.

Due to the continued financial pressures with increases in pay and pensions, School recovery plans may not achieve a balanced budget.

Proposal Activity

Describe the proposal activities that have been identified so far that will be required to work up the detailed proposal, with estimates of what they will cost and how long it will take to complete the work.

Proposal Activity	Description/Output	Duration	Costs	Lead Person
Clusters to inform CYP on areas to explore	Ideas generated will be prioritised based on financial gain and timescales to implement	December 2014	Staff resources	Cluster Lead
LEA Cluster Meeting re-established.	Ensure open communication with all service areas of the Authority to enable schools and governing bodies to engage with each other to look at collaborative working around a cluster model.	Commences Nov 2014	Staff resources	Deb Mountfield
Early draft indication on budget allocation to schools.	Draft budget provided based on September pupils numbers.	November/December 2014	Staff resources	Nikki Wellington

Quick Wins

State what business activities should start, be done differently or cease, in order to achieve quick wins.

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits
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Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
School reserve balances may continue to reduce.	High	Medium	April 2015	Sarah Mcguinness	Work with schools to produce early budgets. Further explore budget savings ideas generated by the cluster	Deb Mountfield
Staff reductions may result in redundancy costs for the Authority/Schools	High	High	31 st May 2015	Sarah Mcguinness	Involvement of Challenge advisors and Employee Services to ensure policy is adhered to.	Nikki Wellington/Sally Thomas/Sharon Randall Smith

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Cluster unable to work collaboratively to identify savings	High	Head Teachers and Governing Bodies	Through Cluster meeting LEA encourage cross cluster working	
Uncertainty of grants	High	Welsh Government	Monitor grant proposals, to ensure sustainability in schools on new interventions.	

Financial Information

Redundancy costs may need to be borne by MCC and amounts unknown at this stage.

Increased financial pressure on school budgets if redundancy costs to be shared between MCC and Schools.

Where restructure takes place, payment protection is currently borne by the Authority and continues for up to 3 years.

Constraints

Governing Bodies engaging in the process to reduce education costs.

Assumptions

At this draft stage the assumption has been made that should the Welsh Government 1% protection not be met by the Authority there are no financial penalties.

Proposal Capability

Staff time within the Directorate and Head Teacher and Governing Body involvement.

Sign-Off

This section should be signed off by the Cabinet portfolio holder to confirm acceptance of the mandate. Use the version and authority sign-foo on the front page.

16. EQIA – CYP SCHOOL BUDGETS

M.C.C. Financial Savings “Equality Challenge” 2015/16

Savings Proposal: Schools delegated budgets		Responsible Officer: Deb Mountfield	
Proposal number: ____16			
Division CYP		Date 17th October 2014	
Service area			
Protected characteristic	Negative impact	Neutral impact	Positive Impact
		X	
Age		X	
Disability	X		
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 of the negative Impact/s	
➤	
➤	
➤	
➤	

The next steps

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: E.g. mitigate/amend or carry out engagement / consultation

Taking 1,124k off the top of a pot of money that is set by council that is delegated to schools so governing bodies have the cash to do what they want. Formula of delegation is not scientific. Some schools have reserves whereas others are in deficit position so it will impact but don't know who. Will go out in March when full budget is known

Signed Deborah Mountfield

Dated 4th November 2013

20 Schools music service Mandate

The Proposal Mandate enables the Cabinet to decide whether to commission the detailed planning and design work to fully define the proposal. It presents the high-level Business Case for the programme and addresses the key question: How much potential is there for a saving in this area?

This template is accompanied by guidance on how to complete the Proposal Mandate.

Document Control

Version	Date	Status (draft, approved, signed off	Author	Change Description
	14/10/2014	Draft	Deb Mountfield	Update on Service delivery for 2015/16 to enable budget savings.

Approval

Cabinet sign off to proceed with proposal detailed work, given by		Date	
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Distribution List

Name	Organisation	Job title / Dept
Emma Archer	Gwent Music	
Nikki Welligton	MCC	Finance Manager

Business need

Children and Young People – the need to refocus services to make them more efficient and increase the value added in the current financial climate is essential.

Gwent Music service prior to the reduction provided support to 3,578 pupils within Monmouthshire, representing about 1/3 of our pupils, and supports four music centres in the four towns. There were 14,201 a week hours of individual support. This is a non-statutory service.

Outcomes

Gwent Music is a joint service hosted by Newport, the service has seen many changes over the last 24 months with two other authorities having changed their support to the Music Service, which has resulted in a reduction in financial support.

The contribution to the **Gwent Music** from Monmouthshire County Council for the financial year 2014/15 decreased by £50,000, with original mandate proposal outlying further reductions for the financial years 2015/16 and 2016/17

Proposal Vision

Gwent Music to monitor the number of pupils accessing services going forward and continue open dialogue with Monmouthshire to ensure maximum opportunities exist for our young people whilst recognising the financial climate that we are operating in.

Increase charging to parents from £15.50 per pupil, per term to access Music Centres to £31.00

In 2014/15 charging of £15.50 per pupil, per term commenced in Monmouthshire to access the Music Centres in the North and South of the County. Prior to charging 200 pupil accessed the North Monmouthshire Music Centre and 260 pupils in the South, following the charging introduction these numbers decreased to 160 pupils in the North of the County and 210 pupils in the South.

The proposal would be to further increase the charging the to £31.00 per pupil, per term, this charge would be in line with both Newport and Blaenau Gwent charges to access similar provision. The increase in charges would increase income to the service by £16,470.

Introduce an instrument charge

Proposal being considered to introduce an annual charge to all pupils for using Music Service instruments, with anticipated income to the service to increase by £10,000.

Current staff vacancies to remain for thee financial year 2015/16.

The service currently has a vacant post within the team, whilst this has resulted in additional pressures for the other team members the service is hopeful that with the introduction of more efficient administration processes and online payment systems we enable this vacant post to continue in the medium term resulting in service savings.

Benefits

A music service will still be available to the young people of Monmouthshire but with budget savings being achievable.

Benefit Description	Current Budget	Target Saving	Timing	Non-Cashable benefit	Benefit owner
Increase charging to Gwent Music service users.	Net Budget £210,000, following contribution reduction of £50,000 in 2014/15	<i>Further £100,000</i>	<i>£50,000 in 2015/16</i> <i>£50,000 in 2016/17</i>		Deb Mountfield

Non - Financial Benefits

Reduced need to impact on priority frontline services to make budget savings.

Impact

- Potential effect on **Gwent Music**, we are one of three authorities to withdraw/reduce our contribution, this could put the viability of the whole service at risk.
- Could reduce the opportunities open to our pupils.
- Could further increase the charges for pupil lessons and participation in orchestra etc.

Proposal Activity

Describe the proposal activities that have been identified so far that will be required to work up the detailed proposal, with estimates of what they will cost and how long it will take to complete the work.

Proposal Activity	Description/Output	Duration	Costs	Lead Person
Increase Music Centre charges	Charging per pupil, per term from £15.50 to £31.00 (we may need to add a 1% on this in line with inflation as well)	Sept 2015	Staff time	Gwent Music
Introduce Charging for Instrument Loan	Introduce a charge for instrument loan of £30 per year per pupil	April 2015	Administration time	Gwent Music

Quick Wins

State what business activities should start, be done differently or cease, in order to achieve quick wins.

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits
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Description	Likelihood	Impact	Proximity	Risk Owner	Mitigating Action	Action
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			(when it is likely to occur)			Owner
Potential concerns from parents and schools regarding the withdrawal of support to the Gwent Music .	High	Medium	By December 2015	Sarah McGuinness	Gwent Music continue to promote services available to parents, concerns from parents and any reduction in pupil number accessing the service reported to the Local Authority.	Deb Mountfield/ Gwent Music
Potential loss of opportunities for our young people	High	Medium	By December 2015	Sarah McGuinness	Gwent Music to monitor the number of pupils accessing services and to report back quarterly to the Authority.	Deb Mountfield/ Gwent Music

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner

Financial Information

If known at this stage provide the following information for delivering the proposed saving:

Constraints

Describes any known constraints that apply to the proposal.

Assumptions

Describes any assumptions made that underpin the justification for the proposal.

Proposal Capability

Describe how the organisation will provide the necessary resources and capability required to carry out the proposed activity successfully.

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the Mandate. Use the version and authority sign-off on the front page.

25 – REVISED TRANSPORT REVIEW AND FLEET RATIONALISATION

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

This template provides guidance on how to complete the Proposal Business case.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	15/10/2014	Draft	Debbie Jackson	Fleet Review & Rationalisation

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept

Executive Summary

To improve the utilisation and suitability of the Councils fleet of vehicles resulting in a reduction of vehicles, and the subsequent impact on the Transport Maintenance Staff.

Detailed Business Case

Vision

To reduce the number of vehicles on the fleet to make financial savings and increase better utilisation of the remaining fleet, the subsequent impact will result in the loss of one Vehicle Maintenance Fitter.

Outcomes

Improved utilisation and suitability of the vehicle fleet which will deliver significant environmental benefits through reduced CO2 emissions, and generate future financial savings for the authority.

Blue Print

The Future State

Ability to achieve greater financial savings by constantly reviewing the operational vehicle requirements.

New

Current state and gap analysis

Identify the extent and nature of the change required to achieve the Future State

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	Eg business processes, performance levels and operating costs		
Organisation structures	Eg should include staffing levels, roles, skills and culture	To delete one vehicle maintenance fitter post.	No assumptions or constraints
Technology/infrastructure	Eg.ICT systems, buildings and other assets needed for the Future State, as well as the required service arrangements		
Information and data	Eg Management information and data required to operate the Future State		

Options Appraisal

Identify the options being considered and how each will fulfil the blue print for the future state above. This will enable the Cabinet to be clear about the main features of the solution proposed and how it differs from the other options presented.

Cost-Benefit Analysis

A cost- benefit analysis, that includes both the financial and non-financial costs and benefits, is the heart of the **Business case**.

Each options needs to describe the costs and benefits of that option overtime.

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit						
<i>Reduce the number of vehicles currently operated</i>	<i>Service budget within operational departments £31k</i>	<i>£31k</i>	<i>£31k</i>	<i>£x</i>	<i>£x</i>	<i>£x</i>
<i>Reduce the Transport Vehicle Maintenance staff by the loss of one post.</i>	Transport Vehicle Maintenance Fitters Budget £281k	<i>£31K</i>	<i>£31K</i>			
<i>Non financial benefits</i>	Current performance	Target performance				
<i>Reduced CO2 emissions.</i>						
Cost	Current costs	Revised costs				

Impact

Job loss.

Key Risks and Issues

There are no negative risks or issues arising out of this proposal.

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner

Constraints

No constraints identified

Assumptions

No assumptions made

Recommendation

High level Plan for delivery

Staffing restructures in Waste & Street Services has resulted in better utilisation of vehicles, enabling the reduction of 3 vehicles in their fleet. Resulting in a saving for Waste of £7K.

Better utilisation of vehicles in Passenger Transport Unit has resulted in the ability to remove one vehicle. Resulting in a saving of £4K.

Better utilisation of vehicles in Fleet Transport has resulted in the ability to remove 7 vehicles. Resulting in savings of £20K

In addition to the above 14 vehicles have been disposed of in September and October 2014 from other sections within the authority, this will subsequently impact on the Transport Staff.

Sign-Off

26 Revised Property Review

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

This template provides guidance on how to complete the Proposal Business case.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	16/10/2014		BW	

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept

Executive Summary

The councils Asset Management Plan (due Nov 14) identifies the rationalisation of the estate to minimise revenue expenditure as a priority for the authority.

- The proposal to reduce the property portfolio and running costs is borne from Monmouthshire County Councils requirement for property rationalisation.
- The primary focus of the proposal is to drive efficiency in the property portfolio.
- The property portfolio is required to be reduced in line with changing service requirements and corporate rationalisation.

- The solutions proposed will generate £100,000 of ongoing savings/income once achieved.
- The reduction in grants given to community groups may effect certain community groups which are unable to replace lost subsidy.

Detailed Business Case

Vision

The prevailing financial climate and on-going budget cuts in both revenue and capital have necessitated changes to the way that we deliver services and the capital projects that the Council is able to support. The councils asset management plan identifies that rationalisation is a priority that will be implemented alongside Whole Place using strategic local planning principles.

In 14/15 Members agreed that revenue savings amounting to £550,000 over a three year period would be achieved from property rationalisation this is a percentage of that overall total, these savings are now embedded within the Estates team Business Plan for the forthcoming years. These savings are predicated on the need to reduce our operational portfolio and maximise revenue streams from our investment holdings. Revenue savings are largely accrued through the reduction in utilities costs, rates, repairs and maintenance.

The concessionary rental grant policy encourages organisations to work collaboratively and where possible seek more sustainable ways of meeting the financial needs of their organisation.

Outcomes

- In line with the Asset Management Plan (due Nov 14) the Councils property estate will be rationalised which will save revenue on the associated running costs e.g. rates and utility bills. There may be changes to where services are provided when it is considered appropriate to amalgamate services into a single building.
- The generation of income from investment assets will also be maximised by rental to private sector tenants on appropriate tenancies. This will produce a rental income and reduce the running costs of the buildings.
- A review of the concessionary rental grants policy will be undertaken which is likely to reduce the existing maximum grant from the current 95%, this may adversely affect organisations who currently rent Council properties if they are unable to replace the lost grant.

Blue Print

The Future State

The Council holds property to enable service delivery and to generate an income. The investment portfolio is made up largely of commercial, industrial and agricultural properties. These are managed to ensure that we maximise value subject to the constraints of the lease agreement and prevailing legislation. The portfolio is regularly reviewed and when appropriate assets are sold to generate capital receipts to support the Capital Programme. This process is expected to continue so that we have a robust portfolio that continues to generate a surplus revenue stream to support front line service delivery.

The operational property portfolio was last reviewed in 2009 driven by the need to re-locate from County Hall in Cwmbran. Given the evolving needs of our service users, the ever increasing availability of technology, the move to area based service provision through our Whole Place

programme and the need to reduce revenue costs it is inconceivable that the current provision of a single building for a single user can continue unchallenged. It is anticipated that where appropriate we will move towards a “hub” style approach where service users will be able to visit one property to access multiple services.

The Council currently provides rental grant subsidies in the region of £109,000. Given the prevailing financial position it is unlikely that this can continue and tenants will be encouraged to work in a collaborative manner, where possible, sharing properties and operating costs.

Current state and gap analysis

Identify the extent and nature of the change required to achieve the Future State

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	<ul style="list-style-type: none"> - The Estate is too large for a reducing workforce and the implementation of a greater staff to desk ratio. - Grants are given out to community groups who require the subsidy with a maximum of 95% - A property asset is occupied by service areas and when they no longer require it for service delivery it is 	<ul style="list-style-type: none"> - Review of office accommodation and identify opportunities to reduce. - Review the method of assessing the grants and criteria. - Agreement for the release of operational property. 	<ul style="list-style-type: none"> - Marketplace exists for rental properties. - Services will accord with rationalisation. - Community groups can replace lost grant.

	declared surplus and transferred to Estates in accordance with the disposal policy that will either re-allocate it or dispose of it.		
Organisation structures	<ul style="list-style-type: none"> - Estates team manages the strategic direction of the portfolio to ensure it aligns with authorities core principals. 	<ul style="list-style-type: none"> - None, Estates team will use external advice and resource when required. 	<ul style="list-style-type: none"> - Teams will be rationalised.
Technology/infrastructure	<ul style="list-style-type: none"> - The buildings contain infrastructure which can be reused where appropriate. - The implementation of agile working supported by technology has significantly impacted on the way officers work. 	<ul style="list-style-type: none"> - None - Further opportunities for agile working need to be explored which may result in a further reduction in required office space. The centralisation of staff to County Hall would reduce operating costs through the disposal of Innovation House and reduce travelling time and expenses. 	<ul style="list-style-type: none"> - Users can integrate into other buildings or fund technology or infrastructure upgrades. - If floor space is further reduced the availability of meeting space becomes more essential. - Access to services cannot be reduced
Information and data	<ul style="list-style-type: none"> - We need to understand 	-None	-None

Option

This option will provide a smaller more efficiently run property portfolio which will result in financial savings.

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit						
<i>Rates Savings on vacant buildings</i>	43,000	<i>Target saving in total £43,000 pa</i>	£43,000	£0	£0	£0
<i>Release of Boverton House</i>	27,000	£27,000	£27,000	£0	£0	£0
<i>Rental of buildings</i>	0	£20,000	£20,000	£0	£0	£0
<i>Rental Grant Reductions</i>	109,000	£10,000	£10,000	£0	£0	£0
Non financial benefits	0	0				
Eg improvements in service	Current performance	Target performance				
Cost	0	0				
	Current costs All costs can be met within the existing estates budget or highlighted through	Revised costs				

separate reports.				
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Impact

Some community groups may not be able to replace grant.

Key Risks and Issues

Risks - anticipated threats to the benefits						
Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Tenants and purchasers are not present in Marketplace	Low	Reduction in rental income	Before April 15	BW	Ensure marketing is comprehensive and effective.	BW
Rates savings cannot be achieved	Medium	Rates savings are reduced	Before April 15	BW	Work out alternative methods of saving.	BW
Community Grants reductions cannot be achieved	Medium	Current level of grant maintained.	Ongoing	BW	Monitor	BW
Delays in achieving sales of surplus assets delays revenue savings	Medium	Delay of savings	Ongoing	BW	Monitor and review disposal methods	BW

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Grant reviews do not align	High	BW	Investigate and monitor	BW

Constraints

- The relocation of staff requires a reduction in working space and an acceptance of the changing work environment.
- Community groups will resist the reduction in funding.

Assumptions

- Staff can be relocated from buildings that are occupied.
- Rates saving schemes are acceptable to stakeholders and billing authority.
- Internal uses for the buildings are not found prior to disposal.

Recommendation

That a review of all the Councils operational properties is undertaken to identify further opportunities for savings and rationalisation.

That the Concessionary Rental Grant Policy is reviewed.

High level Plan for delivery

Describe how the organisation will provide the necessary resources and capability required to carry out the preferred option successfully:

- The savings and income will be driven and managed by the Estates team.
- Current building users will be contacted and consulted.
- Permission for disposals will be sought through the usual process.

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

26. EQIA – PROPERTY REVIEW

The “Equality Initial Challenge”

Name: Ben Winstanley Service area: Estates and Sustainability Date completed: 17/10/14		Please give a brief description of what you are aiming to do. Rationalise the property portfolio and review current level of rental grants within community buildings.	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age	Reductions in rental grant may effect certain community groups who have protected characteristics.		
Disability	Reductions in rental grant may effect certain community groups who have protected characteristics.		
Marriage + Civil Partnership		No Impact	
Pregnancy and maternity		No Impact	
Race		No Impact	
Religion or Belief		No Impact	
Sex (was Gender)		No Impact	
Sexual Orientation		No Impact	

Transgender		No Impact	
Welsh Language		No Impact	

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤ <i>Community groups may not be able to replace lost rental grant.</i>	<ul style="list-style-type: none"> ➤ Provide business development support. ➤ Tenants will be encouraged to work in a collaborative manner, where possible, sharing properties and operating costs
➤	➤
➤	➤
➤	➤

Signed

Designation

Dated

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
The rationalization of property and the creation of efficiency gains within the property portfolio.	Estates and Sustainability
Policy author / service lead	Name of assessor and date
Ben Winstanley	Ben Winstanley

1. What are you proposing to do?

Rationalise corporate property and create financial efficiency gains within the property portfolio.

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	Yes	Race	No
Disability	Yes	Religion or Belief	No
Gender reassignment	No	Sex	No
Marriage or civil partnership	No	Sexual Orientation	No
Pregnancy and maternity	No	Welsh Language	No

3. Please give details of the negative impact

Community groups may not be able to replace lost rental grant.

4. Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

Work with the groups to provide business development support to increase financial sustainability.

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..

N/A

Signed.....**Designation**.....**Dated**.....

The “Sustainability Challenge”

Name of the Officer Ben Winstanley		Please give a brief description of the aims proposed policy or service reconfiguration Rationalise the property portfolio and review current level of rental grants within community buildings.	
Name of the Division or service area Estates and Sustainability		Date 17/10/2014	
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		None	
Improve housing quality and provision		None	
Reduce ill health and improve healthcare provision		None	
Promote independence		None	
Encourage community participation/action and		None	

voluntary work			
Targets socially excluded		None	
Help reduce crime and fear of crime		None	
Improve access to education and training		None	
Have a positive impact on people and places in other countries		None	
PLANET			
Reduce, reuse and recycle waste and water		None	
Reduce carbon dioxide emissions			Reductions in property demand will result in reduced energy consumption.
Prevent or reduce pollution of the air, land and water		None	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		None	
Protect or enhance visual appearance of environment		None	
PROFIT			

Protect local shops and services		None	
Link local production with local consumption		None	
Improve environmental awareness of local businesses		None	
Increase employment for local people		None	
Preserve and enhance local identity and culture		None	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		None	
Increase and improve access to leisure, recreation or cultural facilities	Some sports groups may see reductions to funding.		

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤ Some sports groups may see reductions to funding.	<ul style="list-style-type: none"> ➤ Provide business development support to increase groups financial sustainability. ➤ Tenants will be encouraged to work in a collaborative manner, where possible, sharing properties and operating costs

➤	➤
➤	➤
➤	➤

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

- 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:

Provide business development support, tenants will be encouraged to work in a collaborative manner, where possible, sharing properties and operating costs

Signed

Dated

28 REVISED (2nd) COMMUNITY HUBS AND CONTACT CENTRE

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

This template provides guidance on how to complete the Proposal Business case.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	13/10/14	Draft	R Hoggins	First working draft
	24/10/14	2 nd draft	RHoggins, Deb H-H	Final draft

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept

Executive Summary

This initiative will introduce major changes to how some front line services are delivered – it is about delivering services in a different way and aligning them with the Whole Place philosophy.

The scheme will create a place in each town (which so far we have termed as ‘hubs’ – *but is there a more descriptive name?*) where most, if not all, services that need to be provided face to face will be combined into one venue and as far as possible provided by one multi function team. Initially this will be by combining library and OSS front desk services into one venue with one integrated team.

The hub will increasingly become recognised as the place to go for Council services but similarly other public services will be invited to take advantage of a single ‘public service’ venue. Local Town Teams, Area Co-ordinators (social services project) and other community groups supporting the Whole Place agenda will be encouraged to share this space strengthening its role within the community and actively supporting local involvement in the delivery of these services and maximising the utilisation of this space.

Running alongside the Hub initiative will be the combining of existing dispersed resources to improve the telephony, email and social media function for the authority. The scheme will see those staff that presently provide first point of contact from different offices and services (predominantly by phone but email and social media will be included) being combined to create a single facility. The combined Contact team will improve the effectiveness of reduced resources and improve our performance and capacity to manage enquiries and complaints and general communications with the public. The Contact team brings together existing staff who are already dealing with customers and are familiar with the services that the county provide – this arrangement simply ensures that our staff resources are used to best effect which is more difficult when devolved to different offices.

It needs to be highlighted that this proposal is intended to maintain services whilst at the same time reducing costs. It does affect staff and which buildings we provide services from.

Detailed Business Case

Vision

The Hub will be the symbol of whole place in each town, providing a single venue where we will seek to concentrate council services provided by a multi skilled team. The financial forecast for councils is dire and the affordability of the future provision of non-statutory services is in question. This new arrangement reduces service costs but retains the service, albeit the availability of a service (in other words when the Hub might be open) and possibly the range of service enhancements (knitter natter, board games, children reading events etc.) may be less than is presently

the case. Opening times will be based upon proposed MCC staffing levels in the first instance but support will be sought from other groups ('friends of', Town Teams, volunteers, town and community councils etc.) to extend the availability of services.

Access to books and IT facilities will continue although the opening hours will be dependant upon the level of staff resource available. Front desk services from the One Stop Shops will move to the Hubs so there is no diminution in service, but it will be delivered from a different place. Other services that are provided from the One stop shops (e.g. credit union, benefits surgeries etc.) would continue although some alterations to the Hub to create rooms or at least space for confidential conversations will be required.

The Combined telephony/IT media service (Contact Team) will initially be based upon drawing together some staff from the OSS, telephony and Operations (who already provide such services) to create a resilient team of staff capable of sustaining a reliable and informed first point of contact for those contacting the Council, other than face to face or direct to officers. Other than calls going direct to staff (individuals or teams), all calls will be handled through the Combined team in the first instance. As far as possible enquiries will be answered at the Combined Team but those that cannot or complaints will be forwarded to the relevant officer/section to resolve; logging and chase ups will underpin the management and efficiency of the service.

Although the proposal talks of a single venue for the Hub(s) it is recognised that the Council has other buildings where services are provided (leisure centres and public buildings in particular). Other mandates make reference to developments in these areas but as a matter of principle all council outlets to the public should be equipped as far as possible to offer support to the public for a wider range of services and enquiries. Staff should be trained and encouraged to help the public with all their council enquiries.

Outcomes

The proposal will remove significant staff costs (from 43 FTE's to 30 FTE's with a subsequent revenue reduction of approximately £300k) and release property for disposal or alternate use (to support the asset management plan and current capital budget priorities/strategy).

Telephony software (already purchased and scheduled for implementation) will record the volume of calls received, calls lost etc. to measure the effectiveness of the Combined service.

The present OSS customer relations system (CRM) is HEAT. This is a relatively basic system with limited functionality. Budget has been put aside and work commenced to develop a new CRM system internally ('tailor made' for MCC plus potential for third party sales/income).

The CRM system will be common to the Hubs and Combined telephony team operating as the logging, management and follow up system for all first contacts whether face to face, letter or through telephony/IT based contact. It is accepted that the CRM system will not initially replace various pieces of service management software (e.g. Mayrise for highways matters) but will supply a link between the two to reduce or remove the need to enter information twice.

The CRM system will be used to monitor the number of contacts, trends, customer satisfaction levels etc. It is acknowledged that the proposal is likely to have a negative impact on the KPI's measured by the CyMAL framework, however the retention of the service albeit in a changed and potentially reduced format is preferable to having to cut services from communities to meet the financial pressures.

Blue Print

The Future State

Implementation of both the Hubs and Combined Team will be co ordinated to, as far as possible, avoid disruption to the public during a time of major upheaval to two front line services.

Staff establishments to the individual Hubs have been drafted and numbers of staff available to set up the Combined telephony team have been assumed.

Recruitment to the individual Hubs and Combined telephony team will be undertaken and physical alterations to buildings to facilitate the Hubs and if necessary the Combined Team will be carried out, ideally prior the new arrangements 'going live' in each area.

However it is acknowledged that drift associated with assumptions of improved facilities in new locations should not be allowed to delay implementation significantly and interim measures may be necessary to get the Hubs and Combined team operational (this is elaborated upon below).

The provisional plan upon which staff and union consultation will be based is outlined below:

The Combined Contact Team will be established in a vacant office in the Chepstow Library/OSS building. The office has space sufficient for 12 staff.

Provisional staffing establishment is assumed as 8 staff from the current OSS establishment plus switchboard staff with initially 1 member of staff being co-opted from the Operations Department (JD's may be revised to reflect the roles of the team). To improve the extent of services available at the first call and to improve the resilience of the service overall, other departments will be encouraged to transfer functions to the centre.

New telephony software has been purchased and is scheduled for test in MCC in November and may be ready for implementation in conjunction with the creation of the Combined Contact Team. If not then the team will continue to operate on the current telephony software. Similar to the CRM system, If the new telephony system is ready for implementation then this can be introduced in conjunction with the establishment of the arrangements. If not then the HEAT software and other service based software solutions will continue until such time as the new telephony system and CRM system are ready for implementation.
(All Hubs will be established on the same premise).

Works are already underway to establish the Usk Hub. In the other main towns the next Hub to be created will be in Chepstow. The Hub will be created by joining the OSS and library spaces together (relatively straightforward with the removal of an internal wall). The staff establishment is assumed to be 6 FTE's (to include site management/supervision). This establishment will be recruited from amongst existing library and OSS staff based upon new job descriptions that will reflect the wider role of the Hub staff. The actual number of hours that each Hub will be open has to be agreed but based upon this number of staff it is assumed that an 8 hour opening pattern on weekdays can be maintained but to open on a Saturday may require early closing on one day during the week or reliance upon volunteers to fill staff shortfalls.

It is anticipated that the Monmouth Hub will follow on. This will be created on a staff establishment of 5. The OSS is presently provided from the Market Hall and the library from the Rolls Hall. Both are important to the town but possibly the more 'iconic' and with least opportunity for alternative use is the Rolls Hall. As such officers would recommend that the Hub be created in the Rolls Hall and alternative uses for the Market Hall be investigated in line with the Asset Management plan. Some work will be required to create separate interview rooms or areas for confidential conversations (it is acknowledged that consultation may see this switched – i.e. Market Hall retained and Rolls Hall made surplus).

Caldicot will have an establishment of 5 staff.

There have been discussions about the benefits of moving the library and OSS functions from their present buildings. The benefits are several but in particular to do so creates opportunities for retail in these buildings or any new buildings that might be put on their foot prints. This helps to establish a stronger retail offer linking the new ASDA with the pedestrianized area whilst also creating some income by the release of the sites. Situating the Hub in the pedestrianized area also provides a draw for the public to visit the existing retail offer rather than just the superstore. Work is underway to examine the options to house the Hub in one of the empty shops in the pedestrianized area and creation of the Hub will ideally coincide with the acquisition and development of a new venue. However officers are conscious of work still to be done around this option and the lack of capital funding so this aspiration may have to go on hold in which case the Hub will be developed in the existing library building in the interim.

Abergavenny will have an establishment of 6 staff.

Where the Hub might be created in Abergavenny is presently the most involved and complex assessment amongst all of the towns.

Officers are charged with reporting back to members on options surrounding the use of capital to build a new library (the current decision of the authority) and other ideas/options about how the capital may be better invested to the overall benefit of the town/authority. This includes possible new sites to house a Hub in the town's main retail streets.

This makes the creation of detailed plans for the actual siting of a Hub impossible for the time being and timescales for implementation of any new proposal must also be in abeyance. Therefore officers will delay the full creation of a Hub until further work is done around sites and capital investment. However recruitment to the combined Contact Team from amongst Abergavenny OSS staff will continue in order that this aspect of the mandate is not delayed.

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	Library and OSS front desk services are well established. Telephony service is apparently weak on occasions with calls being lost or not being answered effectively.	Assessment of the range of essential versus 'added value' services needs to be undertaken along with working with service staff to understand what can be switched off or redirected elsewhere. With reduced resources in the Hubs it will be necessary to assist customers to access services in a different way – by phone, internet etc. to encourage a change in how they choose to communicate (face to face being the most expensive model)	Officers to be released to do this work. The potential loss of 'added value' services in libraries will inevitably generate criticism so a clear communication strategy is required.
Organisation structures	Staff included in these proposals are library staff	An assumed reduction of 13 FTE's is made (going from 43 staff so far identified to 30).	Overall reduction on revenue budget of £300k (excluding other

	<p>(excluding library managers who are included in a restructure elsewhere), OSS staff and managers (team leaders), telephony and reception staff and managers, some Operations administrative staff.</p> <p>Two Heads of service (Deb Hill-Howells and Rachel Jowitt) manage the Hubs and Contact centre respectively. Roger Hoggins is presently 'caretaker' manager of the OSS</p>	<p>New structures and JD's (evaluated) are required.</p> <p>Staff and union consultation to be co-ordinated to coincide with the proposal going public.</p>	<p>restructure exercises). Severance costs will be incurred.</p>
Technology/infrastructure	<p>Telephony software acquisition is already funded and implementation is underway. Development of CRM software is underway and a budget has already been created to fund it.</p>	<p>Installation of telephony software needs to be chased (albeit SRS has very recently indicated start of implementation in November). CRM software is being developed by CMC2 – progress needs to be monitored although creation of the Combined Contact Team or Hubs are not wholly reliant on new software being in place.</p> <p>To modify Chepstow Library/OSS building, Rolls Hall and Caldicot Library to create Hubs has to be assessed but an estimate of £50k is made at present – Funding has to be released to achieve this and it is not in the capital programme for 14/15. Possible diverting of Abergavenny Regeneration</p>	<p>As the Hubs become established other public sector services will be encouraged to share venues.</p>

		funding might be appropriate until such time as the Abergavenny option is resolved.	
Information and data	Current information from Heat records numbers of enquiries, complaints etc.. Libraries have visitor numbers to base comparisons upon. Telephony records are not comprehensive	'Old versus New' will indicate usage – recognising that part of the exercise is to redirect enquiries to telephony, email, social media etc. to reduce costs.	Gradually the public will use IT and telephony to contact the authority thereby reducing the demand upon staff resources to serve customers for 'routine' enquiries allowing greater time available for more involved matters (benefit enquiries , homeless interviews etc.)

Options Appraisal

Various options have been discussed and debated. The approach outlined above draws together the preferred option that has emerged through the numerous discussions on the various options and work done in other groups (e.g town teams, public meetings etc.)

Option 1

As above

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit						

Reduction in employee costs	1,255,480 (exc library management)	£300k	£300k in total but only £200k actual due to speed of implementation	£100k	£x	£x
Non financial benefits	Current performance	Target performance				
See above						
Cost One off severance costs – not available at this stage Alterations to existing buildings to allow Hubs to proceed (as detailed above)	£50k – one-off costs	Nil	£50k – possibly in 14/15 depending upon the speed of decisions			

Impact

There is a reduction in staff resources which (without supplementary support from the voluntary sector) will mean that some ‘added value’ services offered in the libraries may no longer be available. There is probably a debate about the fundamental purpose of a library and whilst the lending of books and use of IT facilities will continue there is a potential loss of initiatives that others presently enjoy in the libraries and a reduction in performance against the CyMAL performance measures. The OSS front desk services should continue albeit amended to suit the new environs although it is true to say that the reason for a caller to a OSS may be to complain and occasionally members of the public may

wish to raise their voice – although infrequent it is a scenario probably unusual for visitors to libraries – the point will need to be made that the Hub is a venue for many services – not a library with a new desk in it.

Key Risks and Issues

Risks - anticipated threats to the benefits						
Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Adverse reaction from service users	Very likely	Member decision	November		Strong communications package	
Staff reaction and subsequent dissipation to service users	Unknown	Union consultation, conflicting messages from different groups	November		Staff and union consultation, clear communications package	
Reduction in performance against CyMAL performance standards.	Very likely	Reduction in qualified staff and opening hours may result in reduced service	At point of implementation of hub model		Develop volunteer programme to support traditional “library” activities.	

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Funding	High		Release provisional £50k for building alterations	
Speed of software development	Unknown		Close progress monitoring	

EQIA

EqIA Challenge provided below

Recommendation

That the creation of Hubs and a Combined Contact Team based upon the proposals contained above be progressed through to a decision as soon as is practicable and in compliance with the relevant MCC policies and that this be done in order that implementation may be in place by April 2015.

High level Plan for delivery

Describe how the organisation will provide the necessary resources and capability required to carry out the preferred option successfully:

- Assigning clear responsibility for delivery
- Stakeholders involved and plan for engagement through implementation
- Authorisation route and monitoring arrangements e.g. reports to the Strategic Programme Board

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

Appendix B

The “Equality Challenge” (Screening document)

Name of the Officer completing “the Equality challenge” Debra Hill-Howells		Please give a brief description of the aims proposed policy or service reconfiguration Proposed re-alignment of the Community Delivery Service to achieve budget mandate savings and achieve a continuation of the services provided albeit through a reduced staff base which may result in reduced opening hours or activities.	
Name of the Division or service area Community Learning		Date “Challenge” form completed 21.10.14	
Protected characteristic affected	Negative impact Please give details	Neutral impact Please give details	Positive Impact Please give details
Age	Reduced / changed opening hours within the hubs may result in reduced service provision		Improved telephony and IT media contact service by centralising staff resources to offer greater resilience.
Disability	Reduced / changed opening hours within the hubs may result in reduced service provision		Improved telephony and IT media contact service by centralising staff resources to offer greater resilience
Marriage + Civil Partnership	Reduced / changed opening hours within the hubs may result in reduced service provision		Improved telephony and IT media contact service by centralising staff resources to offer greater resilience
Pregnancy and maternity	Reduced / changed opening hours within the hubs may result in reduced service provision		Improved telephony and IT media contact service by centralising staff resources to offer greater resilience
Race	Reduced / changed opening hours within the hubs may result in reduced service provision		Improved telephony and IT media contact service by centralising staff resources to offer greater resilience
Religion or Belief	Reduced / changed opening hours within the hubs may result		Improved telephony and IT media contact service by centralising staff

	in reduced service provision		resources to offer greater resilience
Sex (was Gender)	Reduced / changed opening hours within the hubs may result in reduced service provision		Improved telephony and IT media contact service by centralising staff resources to offer greater resilience
Sexual Orientation	Reduced / changed opening hours within the hubs may result in reduced service provision		Improved telephony and IT media contact service by centralising staff resources to offer greater resilience
Transgender	Reduced / changed opening hours within the hubs may result in reduced service provision		Improved telephony and IT media contact service by centralising staff resources to offer greater resilience
Welsh Language			

What are the potential negative Impacts.	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments or engagement with affected parties).
➤ <i>The development of the hub model may result in reduced operating hours which may impact on access to library and one stop services</i>	➤ Opening hours of the proposed hubs are not yet determined however we will seek to minimize any impact on service delivery by developing a volunteer programme and identifying opportunities for opportunities to access services from other locations e.g. leisure centres.
➤	➤
➤	➤
➤	➤

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below:

The existing telephony response service is devolved and feedback suggests that the service to customers becomes unreliable during heavy demand. The combined service improves staff management and ensures that staff are multi skilled thereby offering a more effective service using the staff available. Training, leave, and prioritisation of staff resources is much better through a combined team when resources are limited so a more effective and reliable service can be provided to callers and correspondents by email and IT media etc.

- 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:

We will work with colleagues to offer satellite services from other locations e.g. Leisure Centres when the hub model is implemented. Customers will also be encouraged to access Council services through other mediums e.g. telephone or digital services.

Signed

Designation

Dated

31 REVISED - ICT SAVINGS

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1.1	19 th October 2014	Draft	Peter Davies	First draft

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept
Kellie Beirne	Monmouthshire County Council	Chief Officer - Enterprise
Joy Robson	Monmouthshire County Council	Head of Finance
Sian Hayward	Monmouthshire County Council	Digital and Technology Manager
Matt Lewis	Shared Resources Service (SRS Public)	Chief Operating Officer
Stuart Arthur	CMC2	Chief Technology Officer

Executive Summary

Monmouthshire's ambitions for digital advancement are set out in its [iCounty](#) strategy and accompanying digital roadmap. iCounty is the Council's digital policy centre piece. Our ambition to deliver more radical forms of efficiency and effectiveness is increasingly reliant on the contribution of intelligently deployed technology.

This mandate is wholly consistent with the Authority's [iCounty](#) strategy and centre around the key strategic priorities that look to:

- Improve internal systems, data and infrastructure
- Creating products and commercial assets

This proposal aims to:

- Drive cost efficiencies and income generation opportunities within the Shared Resource Service (SRS) that will subsequently result in the Authority's benefitting from a reduced budgeted contribution for 2015/16, without any significant adverse impact on service standards.
- Generate ongoing savings and user benefits from custom-built software solutions being developed, together with potential profits being generated from software being productised and sold commercially.

It is key that the Authority's ICT systems, data and infrastructure enable services to be as effective and efficient as possible. However, this should be at the optimum level of cost and effectiveness.

This proposal will look to derive £150,000 of savings in the annual contribution that the Authority makes to the SRS for the provision of its ICT network and infrastructure, and a further £100,000 of savings and income generation from custom-built software solutions being developed and commercialised.

Key risks involve services having sufficient internal capacity to support software development, existing pressures on SRS budgets being managed and contained and the potential adverse impact on SRS service standards.

There are no anticipated negative equality or sustainability impacts that result from this proposal based on the initial equality and sustainability challenge

Detailed Business Case

Vision

The prevailing financial climate and public sector funding issues require the Authority to be highly efficient and effective in everything that it does. This proposal looks to ensure that the Authority's ICT systems, infrastructure and network operate at the optimum level of efficiency and effectiveness, and furthermore to ensure that ICT act as an enabler to services across the Authority.

Outcomes

This proposal looks to continue the focus on reducing ICT costs within the Authority and from two primary sources being:

- Cost efficiencies and income generation opportunities by the Shared Resource Service (SRS) that will subsequently result in the Authority's benefitting from a reduced budgeted contribution for 2015/16.
- A move away from expensive legacy IT systems, with savings and user benefits being derived from custom-built software solutions being developed, together with potential profits being generated from software being productised and sold commercially.

The majority of measures will be based on cost and income. However, ongoing assessment of user feedback will be necessary to ensure that changes implemented do not have a significant and adverse impact on user satisfaction and service standards.

Blue Print

The Future State

The SRS was setup to take advantage of shared learning across organisations, to share expert resources across organisations and to make the most efficient use of all resources. This proposal will enable the SRS to deliver on some its core principles such as value for money, efficient use of resources and reducing the overall cost of ICT.

Beyond those savings implemented for 2014/15, the options being targeted to allow delivery of the targeted £150,000 savings for 2015/16 include:

- Staff vacancies being held open in the Service Desk, Infrastructure and Applications teams
- The removal of a disaster recovery line currently shared between Torfaen and Monmouthshire
- The surplus from SRC account shared back out
- Income from SRS Business Solutions
- Additional income being generated from CCTV operations, or removal of CCTV costs currently being incurred by the Authority through service changeover from current expensive external providers
- Contract efficiencies and removal
- PSBA (Public Sector Broadband Aggregation) line review, with identified scope for reduction of speed and cost
- Complete communications line review and reduction
- Other staffing efficiencies

In terms of custom-build software solutions, the Authority is currently undertaking a review of existing ICT systems. Early indications and feedback suggests that there are clear opportunities that present themselves. This will allow bespoke solutions to be developed that result in savings from annual maintenance and support costs that outweigh the software development cost over the product lifecycle. Furthermore, software solutions will provide an enhanced user experience, which will in turn driving staff efficiencies.

Where appropriate, and where there is clear market demand, the Authority will look at productising and commercialising software solutions to generate ongoing income streams.

Current state and gap analysis

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	Legacy software systems are expensive and inefficient	Purpose built software solutions developed using user-centred design principles	See specific section
Organisation structures	Staff are working with systems that are not intuitive or	Purpose built software solutions developed using user-centred design principles	See specific section

	effective with resultant staff inefficiencies		
Technology/infrastructure	Legacy software systems are expensive and inefficient	Purpose built software solutions developed using user-centred design principles	See specific section
Information and data	Management information and reporting systems on existing IT systems are generally poor	Purpose built software solutions will allow for reporting tools to be developed in line with the needs of users, management and regulators	See specific section

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit						
Staff vacancies held open by SRS	£2.188m	£60,000	£60,000	-	-	-
Driving cost efficiencies and income generation in the SRS	£2.188m	£90,000	£90,000	-	-	-
Savings/income generated from custom-built software solutions developed	£0	£100,000	£100,000	-	-	-
Non-financial benefits	Current performance	Target performance				

Improving and consolidating internal systems	Dependency on legacy and proprietorial systems	High quality custom-built software solutions built around user needs				
Cost	Current costs	Revised costs				
Software development costs	£0	£TBC				
Legal advice to secure and exploit IPR	£0	£TBC				
Sales and marketing costs	£0	£TBC				
All other costs anticipated to be met from existing authority and SRS budgets						

Impact

The potential dis-benefit relates to service standards not being maintained at the current levels as a result of vacancies being held open, or decisions to reduce costs having an impact on the level of ICT service provision.

Key Risks and Issues

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
SRS Cost efficiencies and income generation opportunities being targeted do not materialise	Low	High	Ongoing	Matt Lewis	Alternative savings proposals will need to be sought	Matt Lewis
SRS service standards materially decline	Low	High	Ongoing	Matt Lewis Sian Hayward	User feedback and satisfaction periodically monitored and corrective action taken as necessary through resources being prioritised in line with need	Matt Lewis
Costs escalate during the software development phase and mitigate savings targeted	Medium	High	Ongoing	Peter Davies Sian Hayward	Ensure that any contracts or SLAs are clear and explicit on specification and cost.	Sian Hayward
Capacity or expertise does not exist internally or externally to develop custom-built software solutions	Low	High	Ongoing	Peter Davies Sian Hayward	Assessment of capacity to be undertaken alongside initial scoping of existing systems	Sian Hayward
The Authority does not possess the requisite skills and expertise to market and sell custom-built software solutions	High	Medium	Immediate and Ongoing	Peter Davies	Skills and expertise to be secured at an early stage	Peter Davies

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Issues- current threats to the benefits				
Description	Priority	Issue Owner	Action	Action Owner
Business cases brought forward for custom-built software solutions do not derive the level of required savings or do not offer sufficient payback on any investment required.	High	Peter Davies Sian Hayward	Complete initial scoping of existing systems; Co-ordinate production of business cases for relevant system	Sian Hayward
Competition from other software providers impact on the level of potential income to be generated from software solutions being marketed and sold.	Medium	Peter Davies Sian Hayward	Market testing to be undertaken ahead of any targeted marketing and sales activity.	Sian Hayward

Constraints

- Capacity and resource constraints
- Limited scope to reduce costs of existing SRS contracts
- Ability to curtail maintenance and support agreements for existing ICT systems
- Market demand for software solutions developed

Assumptions

- The SRS is able to manage all other pressures within its existing budgets
- That sufficient opportunities are identified to allow savings to be derived from custom-built software solutions
- Service departments will be able to provide the necessary support to allow custom-built software solutions to be developed

High level Plan for delivery

The Authority has governance arrangements in place to oversee successful delivery of this proposal. A Digital Board has recently been established as part of the Authority's revised programme board structure. This Board will actively monitor progress.

Robust revenue budget monitoring arrangements will also ensure that SRS savings are being secured and achieved. The proposal will also be included within the relevant business plan (service improvement plan) to ensure performance is being monitored and evaluated.

The Chief Operating Officer (SRS) will hold direct responsibility for delivering the SRS savings contained within this mandate. The Head of Commercial and People Development (Peter Davies) and the Digital & Technology Manager will oversee delivery of the savings arising from custom-built software as well as acting as the 'account manager' for the SRS.

User feedback and customer satisfaction will be captured on an ongoing basis to ensure that non-cash benefits are being derived and SRS service standards are not being adversely impacted.

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the proposal for onward approval by Cabinet. Use the version and authority sign-off on the front page.

31 EQIA - ICT SAVINGS

The “Equality Initial Challenge”

Name: Peter Davies Service area: Commercial and People Development Date completed: 20/10/14		Please give a brief description of what you are aiming to do. <ul style="list-style-type: none"> • Drive cost efficiencies and income generation opportunities within the Shared Resource Service (SRS) • Generate ongoing savings and user benefits from custom-built software solutions being developed 	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		No impact	
Disability		No impact	
Marriage + Civil Partnership		No Impact	
Pregnancy and maternity		No Impact	
Race		No Impact	
Religion or Belief		No Impact	
Sex (was Gender)		No Impact	
Sexual Orientation		No Impact	
Transgender		No Impact	

Welsh Language		No Impact	
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Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤	➤
➤	➤
➤	➤
➤	➤

Signed: Peter W Davies
Designation Head of Commercial and People Development
Dated 20th October 2014

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 Peter Davies		Please give a brief description of the aims proposed policy or service reconfiguration <ul style="list-style-type: none"> • Drive cost efficiencies and income generation opportunities within the Shared Resource Service (SRS) • Generate ongoing savings and user benefits from custom-built software solutions being developed 	
Name of the Division or service area Commercial and People Development, Enterprise Directorate		Date 20 th October 2014	
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		None	
Improve housing quality and provision		None	
Reduce ill health and improve healthcare provision		None	
Promote independence		None	

Encourage community participation/action and voluntary work		None	
Targets socially excluded		None	
Help reduce crime and fear of crime		None	
Improve access to education and training		None	
Have a positive impact on people and places in other countries		None	
PLANET			
Reduce, reuse and recycle waste and water		None	
Reduce carbon dioxide emissions		None	
Prevent or reduce pollution of the air, land and water		None	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		None	
Protect or enhance visual appearance of environment		None	
PROFIT			

Protect local shops and services		None	
Link local production with local consumption		None	
Improve environmental awareness of local businesses		None	
Increase employment for local people		None	
Preserve and enhance local identity and culture		None	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		None	
Increase and improve access to leisure, recreation or cultural facilities		None	

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤	➤
➤	➤

➤	➤
➤	➤

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

- 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:

Signed

Dated

33 & 34 REVISED ADULT SOCIAL CARE SERVICE TRANSFORMATION

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

This template provides guidance on how to complete the Proposal Business case.

Document Control

Version	Date	Status (draft, approved, signed off	Author	Change Description
	16 th Oct		Julie Boothroyd	

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept

Executive Summary

Like many other local authorities Monmouthshire is faced with the twin challenges of declining budgets and an ageing population. If we want to keep delivering adult social care and health in the same old way we need to find another £25 million a year by 2030. Salami slicing isn't an option.

There are two key strands to this business case. Firstly, a continuation of the transformational approach to practice where we are 'helping people live their own lives' and secondly the development of a community health and well-being hub at Mardy Park.

They both build on the approach we have been developing over the last 5 years. We know we have created dependency on services when a more facilitated approach to practice concentrating on what matters instead of what's wrong is really starting to make a difference to individuals and our budget position.

We have re-considered the option of raising eligibility criteria to critical and substantial and are recommending we increase the threshold, removing moderate. We would maximise the use of all our approaches to supporting people who would have normally received support in this eligibility category using the 'what matters' approach to enable people to access appropriate support .

As we continue to face the challenge of yet further cuts to budgets we are proposing to respond by continuing to maximise the approach that has seen us manage a position within the community care budget of saving £1,400,000 over the last two years and a continued underspend with last year a further £97,000 being realised; this is against a backdrop of increasing demographic pressures and increasing complexity.

The further £1,488,000 required over the next 3 years will be realised through reducing further the community care budgets in line with our transformation. This will mean further reductions over the next 3 years to each cost centre. This will be supported by the approaches already invested in, e.g. community support; small local enterprise and community coordination. We expect to see a re balancing of practice that sees less reliance on formal support and a more blended approach for people to remain safe and connected to communities.

The second strand of work is wrapped around the development of Mardy Park Resource Centre and the review of current service provision from this site. Closely allied to the themes previously outlined, the review will aim to deliver a whole systems approach to the role of the directorate in helping people to stay healthy and well. The remodelling of service provision is anticipated to include an element of dis-

investment which will contribute to the required savings. The details of this dis-investment will be determined only following the current detailed review and full consultation with all stakeholders including direct conversations with the local community.

This reduction in budget is a difficult challenge, there are some risks which are beyond our control, these lie primarily in the variable and unpredictability nature of individual demand that could present for support within our service. There are risks around the continued capability of the workforce to deliver different practice outcomes with individuals.

We will be looking to maximise opportunities to support practitioners to transform their practice in order that we can achieve a more balanced approach with less reliance on formal services.

We are rising to this challenge by thinking very differently about the way we support vulnerable people in our communities – transforming the whole system of adult social care and health in order to “help people live their own lives” through community connection, contribution, care and support. To do this we have adopted and are developing a variety of approaches in order to:

- ▶ Divert individuals from statutory services
- ▶ Support individuals at risk of becoming dependent on services to develop local networks and connections
- ▶ Support people already in receipt of statutory services to reduce dependence through no cost/lower cost solutions
- ▶ Give people real choice and control re: the support and services which best enable them to live their lives and meet their health and support needs
- ▶ Support people to stay strong, safe and connected
- ▶ Nurture valued and helpful relationships – and reduce loneliness and isolation
- ▶ Develop welcoming and mutually inclusive communities
- ▶ Establish personal, flexible and accountable opportunities for support

- Results of Equality Impact Assessment

Detailed Business Case

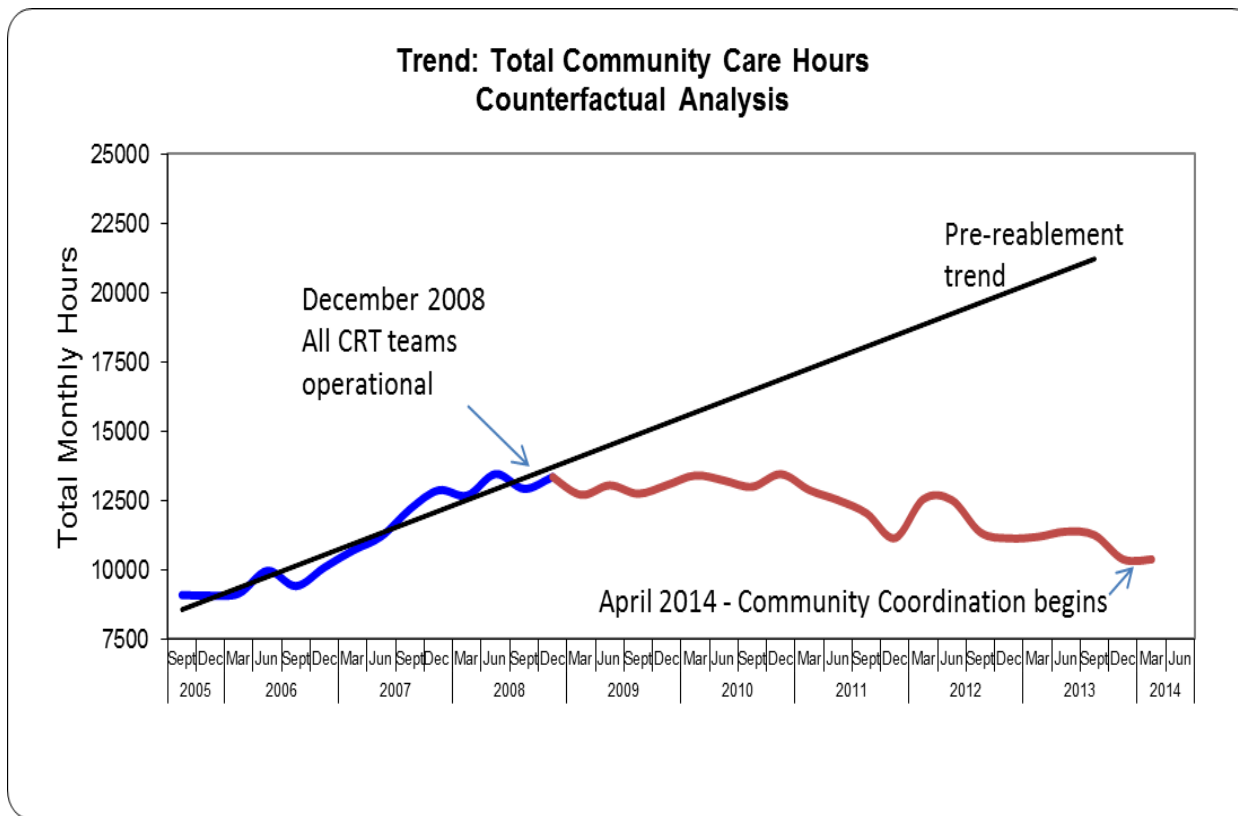
We have been developing new ways of working, these approach have begun to be reflected in the budget position .In the last financial year we were able to be in an underspend position at year end and this year we are forecasting break even or underspend. We continue to develop practice in line with 'helping people live their own lives'. This fits with the current direction of travel which sees a rebalancing of support between services families and communities.

Over the next fifteen years, the number of people aged 85+ in our county will more than double, while the complexity of need is increasing. A traditional social care package costs around £10,000 a year.

We did some projections and realised that we would need an extra £25 million to deliver the same old service to more and more people. Monmouthshire has the lowest level of funding per head of population of any council in Wales. In the current climate asking for more simply wasn't an option. We needed new ways to meet demand.

About five years ago in we took our first steps towards front-line integration of health and social care. Our emergent Short Term Assessment and Reablement Teams contained social workers, occupational therapists, district nurses and other professionals to work with people when they are at their most vulnerable. The outcome has been incredibly positive. More than 2000 people have used the service over the past five years and over half of these have been returned to full independence and do not require a package of care. Longitudinal studies have shown that the majority of these people remain fully independent for 2½ years. Those that do need care tend to require a much lower level of support than is typical.

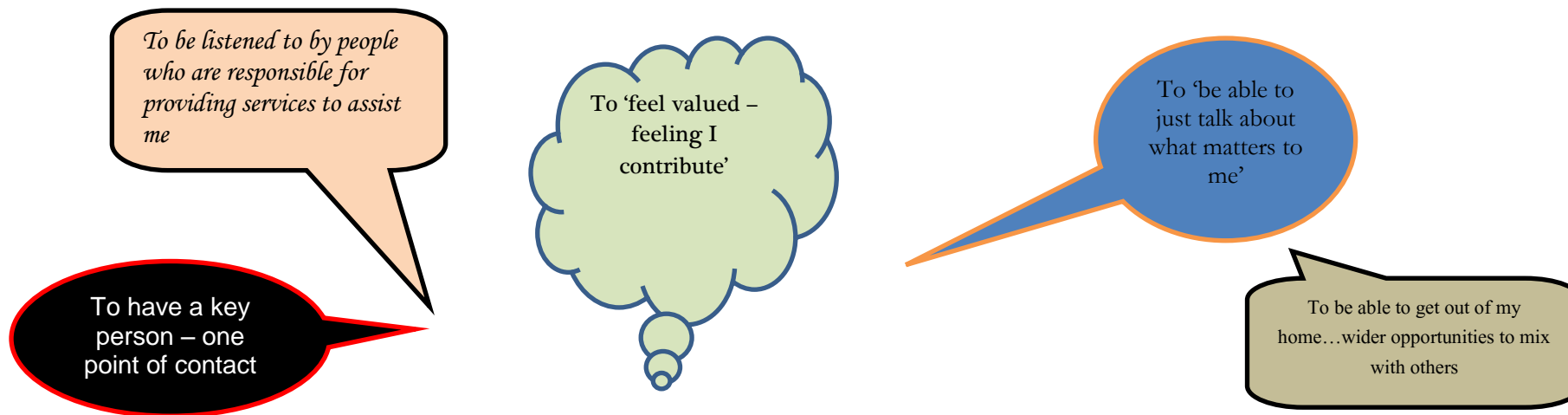
As the following graph shows we have been able to reduce the amount of traditional care we commission. This has meant that assessed need can be met within the current budget – in effect cost avoidance of £1.5million in the current financial year alone.



Although pleased with our progress in this area we knew that there were other aspects of our care management and assessment “system” that needed examination. In September 2011 we began a System Thinking approach as an evidence-based way of redesign to ensure we deliver what matters to people.

We bought together a cross section of staff from frontline practitioners, middle and senior managers to spend 5 days immersed in the methodology. This helped us understand that key to success is a shift from ‘old purpose’ to a ‘new purpose’ devised from really understanding what matters to people. We came away with real life stories, ‘snap shots’ of people’s lives, which painted a clear picture of what was good about our existing system, what was not so good, and in some cases what was pretty awful.

. It allowed us to identify the things that mattered to people including:



We gained a clearer understanding of what had helped us to deliver what mattered to people and just as importantly what had hindered. We also found a ‘gravitational pull’ into our services. This was compounded by delays between the point of contact and a conversation with someone who could help. Using a deficit model of assessment we focussed on what was wrong rather than what mattered and all the while the person’s expectation that a service was needed and would be provided was being reinforced.

Our new purpose has become:

'Helping People Live their own Lives'

Having introduced a new “front end” to our services known as FISH (Finding Individual Solutions Here) we have created easy access for people requiring social care and health by placing practitioners within the integrated teams as a first point of contact. Opportunities to identify and develop alternative solutions at this point were not as we originally envisaged and we realised we needed to rethink where we can carry out proactive FISHing to prevent crisis/traditional service responses.

Early conversations we have with people have been refocused from what's wrong to what matters. This provides the basis upon which we work together to ensure improved independence, and best quality of life using and building on the person's strengths and capabilities. This form of engagement is providing people with a stronger voice and more control of their solutions.

We recognised we were only part of the solution and identified two methodologies to help us to develop a more preventative 'down- stream' approach , Local Area Co-ordination (known locally as Community Coordination) and the development of small local enterprises. We compiled a business case and secured funding for learning sites in two areas of the county. We are confident that through these approaches we will:

- Help people to pursue their vision for a good life
- Learn about place based approaches to wellbeing and to build on the assets of individuals and communities
- Strengthen the capacity of communities to welcome and include people
- Develop micro-enterprises to deliver more personal, flexible and accountable services
- Co-produce community opportunities and support

This listen to understand conversation underpins our new integrated assessment, care and support planning and review process. A new single integrated assessment framework provides practitioners to work with people to establish personal outcomes and required actions that support achievement.

One of the most significant challenges we face is to measure impact and achievement, but also identify what works well and what fails, so we can support the future commissioning of new and different solutions.

We are developing this approach to measurement through our new Outcome Measurement Tool. Practitioners are beginning to use outcome recording as an analytical tool and as a way of clarifying the purpose of their actions. A simple scoring matrix helps practitioners to discuss whether and to what extent the person has achieved each outcome.

It has been crucial to support all practice initiatives with a new Information Technology System that enhances practice not over burdens practitioners with excessive and unnecessary data entry. We have taken a proportionate and simplified approach to what we collect based on, does it add value to what we are trying to achieve. I.e. help people to live their own life.

The savings from the first phase of work In 2013/14 and 2014/15 the Adult Services the demographic pressures. Delayed than two a month, we have the lowest rate residential care of any local authority in packages!

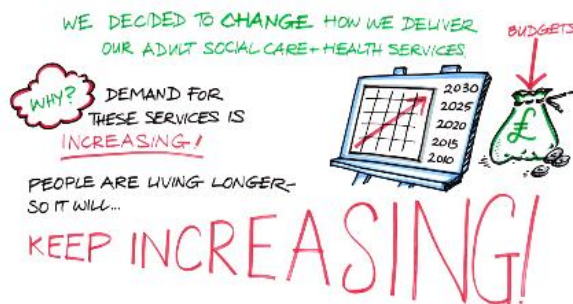
More importantly people are getting a very results of our independently administered ratings of 96% - the highest level in ten

The new model is already better. It's delivering one of the council's three priorities, support for vulnerable people in a more cost effective way allowing pressured resources that would have been spent on social care to support other vital front-line services. It is also closely aligned with the priorities within the Single Integrated Plan (Community Strategy) owned by all partners in the area.

Blue Print

The Future State

The future will see us supporting a reducing number of people through long term formal services with an increase in support through a range of formal and informal networks, including community connection. A maximisation of independence through enhanced reablement and enablement approaches with increased resilience this will become our default position.



are already being felt in the authority's budget. budget is on course to underspend again despite transfers of care from hospital are averaging less of older people in local authority funded Wales and are needing less long term care

different response. This is supported by the community care questionnaire with satisfaction years.

We will be able to report on personal outcome achievement at a population level, we will know how many people have been able to reach their stated personal outcomes. We will continue to manage demand within the reduced resources available.

We are rising to this challenge by thinking very differently about the way we support vulnerable people in our communities – transforming the whole system of adult social care and health in order to “help people live their own lives” through community connection, contribution, care and support. To do this we have adopted and are developing a variety of approaches in order to:

- ▶ Divert individuals from statutory services
- ▶ Support individuals at risk of becoming dependent on services to develop local networks and connections
- ▶ Support people already in receipt of statutory services to reduce dependence through no cost/lower cost solutions
- ▶ Give people real choice and control re: the support and services which best enable them to live their lives and meet their health and support needs
- ▶ Support people to stay strong, safe and connected
- ▶ Nurture valued and helpful relationships – and reduce loneliness and isolation
- ▶ Develop welcoming and mutually inclusive communities
- ▶ Establish personal, flexible and accountable opportunities for support

Current state and gap analysis

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	This work is a continuation of the direction of travel described.	Staff support/training to practice in an outcome focussed way, facilitating not fixing.	
Organisation structures	Transformation will be delivered through existing workforce.	We are looking at current structures to see what we need to continue to maximise this approach.	
Technology/infrastructure	IT new build is supporting	Implementing IT new build will simplify and	

	practice changes	deliver capacity for practitioners.	
Information and data	Ne It build will assist in generating more meaningful information and reports on progress.	Capacity to support the implementation of the new build IT system is being scoped.	

Options Appraisal

1. To date we have been able to evidence success in the approach we have taken to supporting people whilst at the same time managing demand. In order to go further we want to consider raising eligibility criteria. Currently we operate the eligibility level at moderate substantial and critical.

The number of people assessed as having critical or substantial risk to their independence has increased from 70% to 90% over the last four years. This means that out of the 2000 plus people supported with services 1800 are already in the two highest categories of eligibility. The remaining 200 people are therefore receiving support with a moderate eligibility. Based on a very average 'moderate' care package of £ 2,000 per year we could estimate a potential saving in the region of £400,000.

	2008-09	2009-10	2010-11	2011-12	2014-15
- Low Eligibility	3.57%	0.57%	0.68%	0.63%	0.72%
- Moderate Eligibility	26.05%	23.77%	12.57%	8.77%	11.59%
- Substantial Eligibility	38.04%	44.37%	45.25%	49.58%	39.86%
- Critical Eligibility	32.34%	31.29%	41.50%	41.01%	47.83%
(critical + substantial)	70.38%	75.66%	86.75%	90.59%	87.68%
	100%	100.00%	100.00%	100.00%	100.00%

As we have developed our approach to supporting people and concentrating on what matters, we would be continuing to work with people to maximise their own resources and link them to a wide range of community support, giving advice and information about what is available to assist them in managing their independence.

2. We are going to reduce the cost centre budgets over the next 3 years across all the service teams with an emphasis on increasing pace and intensity around 'what matters' and proportionate care and support planning in line with the new Health, Social Care and Wellbeing Act. This will mean focussed work on re assessment and using different options to meet need.

TEAM	£1.488m Split over 3 years			
	Year 1	Year 2	Year 3	TOTAL 3 Year
	2015/16	2016/17	2017/18	Reduction
	£	£	£	£
Abergavenny Adult Team	62,000	115,000	57,000	234,000
Monmouth Adult Team	27,000	100,000	25,000	152,000
Chepstow Adult Team	38,000	90,000	33,000	161,000
Independent Living Team	30,000	70,000	25,000	125,000
Community Learning Disability Team	100,000	200,000	200,000	500,000
Mental Health Care Team	0	18,000	3,000	21,000
Mental Health Care Team North	3,000	20,000	6,000	29,000
Mental Health Care Team South	0	15,000	1,000	16,000
Mardy Park Resource Centre	0	0	250,000 (target)	250,000
TOTAL	260,000	628,000	600,000	1,488,000

3. Mardy Park is undergoing a review which is based on a health and well-being pathway which carries forward work of the directorate in
4. establishing a more sustainable approach to supporting the local community. Currently, the resource centre hosts the following:
 - a. A 'step-up step-down' wing to support people leaving hospital and to prevent admission.
 - b. A second wing supports one long term resident and provides short term residential respite services to older adults in the Abergavenny area.
 - c. Day services for older adults and older adults living with dementia.
 - d. The North Monmouthshire integrated services team

As an authority we are clear that it is not part of our long term plan to provide long-term residential services to people from the centre but the value of short term services; particularly those provided as part of intermediate care services, are an essential part of future provision. There is a detailed piece of work being undertaken to understand the positive impact of current services and potential alternatives to the current model. At this early stage it is anticipated that the new service model will result in savings of approximately £250,000 but this is clearly subject to the outcomes of the review.

The review at Mardy Park, as outlined, is being framed by the development of a clear health and well-being pathway. There are critical elements to this pathway and any dis-investment needs to be considered in the context of this. Specifically, the role of the centre to support people to stay well without direct intervention from the directorate and the development of bespoke intermediate care solutions which focus only on the outcomes for the person.

Cost-Benefit Analysis

A cost- benefit analysis, that includes both the financial and non-financial costs and benefits, is the heart of the **Business case**.

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit						
<i>E.g. Budget saving target</i>	£ 19,840m	£ 1,488m	£260K	£628K	£600K	£x

Non financial benefits	Current performance					
Eg improvements in service						
Cost E.g. any one off costs, or increases in operational costs which need to be netted off the savings	Current costs £100,000	Revised costs		£100,000		

Impact

Describe the results of the detailed equality Impact assessment

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is)	Risk Owner	Mitigating Action	Action Owner
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			likely to occur			
Ability to manage change in practice and have a targeted approach to reassessment	Medium	high	over whole timeframe	Julie Boothroyd	Invest in training/coaching and support and extra resources in LD	
Following re assessment not able to realise predicted savings due to dependency and alternatives that people are willing to accept different solutions.	Medium	High	over whole timeframe	Julie Boothroyd	Early evaluation of reassessment work to inform further strategies for savings. Further decisions around whether to leave existing moderate cases and focus eligibility up lift to all new cases only as per learning from open to review.	
Mardy review doesn't support savings target projected	Medium	High	Within 12 /18months		Early view of the review to assess likelihood of savings being realised , if not to be realised re scope the savings target.	

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Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Capacity and capability of workforce	High	Julie Boothroyd	Invest to save in key areas	Julie Boothroyd
Learning from the the Open to Review project has demonstrated how dependant people have become on both low and moderate service provision and the time needed to re focus towards ' what matters' and different ways of meeting their needs is considerable .	High		Take descions following some legal advice on whether we reassess all moderate cases or start with new EC threshold in April.	
Current capacity to lead on all initaitives and run quality sevcie delivery is under some threat .	High	Julie Boothroyd	Re visisting structures and workforce to establish what is needed moving forward to hold the tarnsofomation and budget reduction work.	Julie Boothroyd

Constraint

Describes any known constraints that apply to the option.

Assumptions

Evaluation and comparison of options

As described the options build on the strategic approach adopted in the directorate and in effect are a suite of approaches which are designed to deliver the savings in key areas. The expected target of £1.488, 000 is to be delivered through a range of approaches over the next 3 years. Investing £100,000 in key staff costs to create capacity to deliver savings is the only investment required. This is to address capacity and complexity of the re assessment work that will be required around the raising of eligibility in this area. The direction of travel fits and is in line with the requirements of the new Health Social Care and Well- Being Act.

Recommendation

The recommendation is that this business plan is seen as a whole system option building on work to date.

High level Plan for delivery

Describe how the organisation will provide the necessary resources and capability required to carry out the preferred option successfully:

- Assigning clear responsibility for delivery
- Stakeholders involved and plan for engagement through implementation
- Authorisation route and monitoring arrangements e.g. reports to the Strategic Programme Board

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

33 & 34 ADULT SOCIAL CARE SERVICE TRANSFORMATION

The “Equality Initial Challenge”

Name: Julie Boothroyd Service area: Adult Services Date completed: Sept/Oct 2014		Please give a brief description of what you are aiming to do. Adult social care transformation building on mandate 34 with a reduction in budget of £1.488. This will be achieved by continuing the approach to having ‘what matters’ conversions with people to establish what support is needed to ‘help people live their own lives’ and supporting people with a blended mix of family community and service provision .	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age			The approach to assessment and re assessment with people is based on a ‘what matters’ ,not ‘whats wrong’ conversation, we we will be looking to maximize independence with support to people of all ages to ensure they are supported to ‘live thier own lives’
Disability			As above
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
Supporting people and maximizing independence as the approach we will be taking to undertaking assessments that will potentially realise savings from the Adult Services budget	Adult Services
Policy author / service lead	Name of assessor and date
Julie Boothroyd	Julie Boothroyd

1. What are you proposing to do?

As a result of the budget mandate process we are looking to reduce the Adult service budget in line with whole authority savings. In order to do this we will be building on the work we have been doing to transform how we deliver support to people who come to Adult Services, this approach looks to maximise people's independence and enable people to find solutions. The outcome of this will see a range of different support being offered to people alongside our services.

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		x	
Improve housing quality and provision		x	
Reduce ill health and improve healthcare provision		x	
Promote independence			x
Encourage community participation/action and			x

voluntary work			
Targets socially excluded		x	
Help reduce crime and fear of crime		x	
Improve access to education and training		x	
Have a positive impact on people and places in other countries		x	
PLANET			
Reduce, reuse and recycle waste and water		x	
Reduce carbon dioxide emissions		x	
Prevent or reduce pollution of the air, land and water		x	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		x	
Protect or enhance visual appearance of environment		x	
PROFIT			

Protect local shops and services		x	
Link local production with local consumption		x	
Improve environmental awareness of local businesses		x	
Increase employment for local people		x	
Preserve and enhance local identity and culture		x	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		x	
Increase and improve access to leisure, recreation or cultural facilities			x

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤	➤
➤	➤

➤	➤
➤	➤

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

By undertaking the assessment and reassessment focusing on independence and strengths we are looking to ensure people access a full range of support and can access community support in addition to any paid support needed, as we concentrate on 'what matters' we are able to support people to gain in confidence around accessing wider support both formal and informal.

- 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

35 REVISED (3RD) TRANSFORMATION OF CHILDRENS SERVICES

The Proposal Mandate enables the Cabinet to decide whether to commission the detailed planning and design work to fully define the proposal. It presents the high-level Business Case for the programme and addresses the key question: How much potential is there for a saving in this area?

This template is accompanied by guidance on how to complete the Proposal Mandate.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	26/09/2013	DRAFT	MARK FOWLER	Proposal Mandate Children's Services, SEN and ALN Service Transformation
1.A	22/11/2013	DRAFT	MARK FOWLER	Proposal Mandate Children's Services, SEN and ALN Service Transformation v1.
1	15/10/2014	DRAFT	SARAH MCGUINNESS	Proposal Mandate ALN and Inclusion Service Transformation

Approval

Cabinet sign off to proceed with proposal detailed work, given by		Date	
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Distribution List

Name	Organisation	Job title / Dept
Deb Mountfield	Monmouthshire County Council	Head of Service, Resources.
Sharon Randall-Smith	Monmouthshire County Council	Head of Service, Standards
Simon Birch	Monmouthshire County Council	Chief Officer, Social Care and Health
Tracey Jelfs	Monmouthshire County Council	Head of Children's Services

Business need

The Authority is facing a reduction in the core funding from Welsh Government for the financial year 2015/16 amounting to 4.3%. In order to ensure that Monmouthshire can meet a wider range of need, the authority will need to review the provision for Additional Educational Needs and Inclusion Services across the county to make the most effective and efficient use of the available resources.

The proposal to achieve this will involve:

1. Reviewing our ALN and Inclusion provision across Monmouthshire to meet the changing needs of our children and young people whilst, continuing to ensure that we improve standards and outcomes for all learners.

Outcomes

Over a period of 3 years, the ALN and Inclusion Budget to schools will be reviewed to maximise the effectiveness of provision to improve outcomes for all learners with Additional Educational Needs. In order to do this we will take the following steps:

- Review of the core provision and subsequent funding of all Special Needs Resource Bases across Monmouthshire to provide a more efficient service to meet a wider range of additional needs across the county.
- Review of service functions with a view to improve effectiveness across services, rationalise expenditure and address the lack of specialist facilities as identified by Estyn in 2012
- Review the ALN and Inclusion Service to transform provision for children and young people across the county to ensure that Monmouthshire has the capacity to meet the changes required following the introduction of new legislation in 2017.
- Review of Service Level Agreements with HI, VI, COMiT and GEMSS.

Proposal Vision

The expected change in legislation for ALN and the current financial climate requires us all to undertake a wider service review to look at an inclusive offer as well as a more cost effective management model and delivery in our Schools. In order to address the issues currently being faced by children with Additional Learning Needs the ALN team have undertaken an in-depth review of strategy, policy and procedures by consulting with children and young people, parents, carers, schools and the parent partnership service SNAP. There were 3 themes that were identified from the consultation process:

1. The behaviour of children and young people to include those with Autism and Attachment Disorder; to create a centre of excellence within the Authority to support these pupils and to create a co-ordinated approach from the Pupil Referral Service and ALN (Outreach).
2. The processes around Additional Learning Needs; this has been dealt with in the ALN Strategy, Policy and Procedures (2014).
3. Meeting the needs of as many of our children and young people as possible within Monmouthshire, offering inclusive support for children and young people and specialist ASD provision.

Benefits

Describe the measurable improvements that the proposal will achieve.

Benefit Description	Current Budget	Target Saving	Timing	Non-cashable Benefit	Benefit Owner
<ul style="list-style-type: none"> Review the core offer and funding for all Special Needs Resource Bases across Monmouthshire 	£172,306	£100,511 (This is in addition to £140,000 savings from ALN contingency budget 2014/15) £71,795	September 2015 September 2016		CYP
<ul style="list-style-type: none"> Review of service functions to create efficiencies across services and rationalise with a view to reduce expenditure. 	£114,961	£20,000 £15,000	September 2015 September 2016		CYP
<ul style="list-style-type: none"> Review the ALN and Inclusion Service to transform provision for children and young people across the county. 	£899,980 (net costs)	£485,000 (net costs)	September 2016	The LA will meet a wider range of need and age Wider provision will be inclusive accessible Provision will be flexible and able to respond to the changing needs of our children and young people Potential savings could be made and consultation will be undertaken on the implications of any saving options	CYP
<ul style="list-style-type: none"> Review provision for ALN and Inclusion Services in light of the draft ALN Policy and Strategy 	£857,265	£100,00	September 2016	Increased flexibility and more cohesive approach to meet the needs of a wider range of our children and young people across the county	CYP

• Review Outreach Service Level Agreements	TBD	TBD		Increased flexibility and more cohesive approach across the county.	CYP
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Non - Financial Benefit

More integrated, flexible and responsive services will promote:

- improved outcomes for learners;
- higher satisfaction levels for children, young people and parents/carers;
- greater distribution of expertise across the authority;
- increased efficiency as a result of better and more effective use of resources reaching all children and young people with ALN;
- centralise administrative support;

Dis-benefits (Impact)

- A review of all aspects of ALN/Inclusion will result in very different provision to reflect the changing needs with the county. This may incur additional pressures as far as funding is concerned to meet possible training and facilities.

Proposal Activity

Describe the proposal activities that have been identified so far that will be required to work up the detailed proposal, with estimates of what they will cost and how long it will take to complete the work.

Proposal Activity	Description/Output	Duration	Costs	Lead Person
Consultation regarding Special Needs Resource Bases	Follow WG guidance to comply with statutory processes	As soon as possible	Staff resources	Steph Hawkins/Sharon Randall-Smith
Carry out a complete review and consultation with all involved parties	Follow the same rigorous process as that for ALN Strategy and Policy review.	As soon as possible.	Staff Resources	Richard Austin/Steph Hawkins/Sharon Randall Smith
Take appropriate actions based on outcomes from consultation	Draft proposal will be provided for consultation with schools and SENCOs and other partners	Following the above	Staff Resources	Sharon Randall-Smith/Richard Austin/Steph Hawkins

Quick Wins

State what business activities should start, be done differently or cease, in order to achieve quick wins.

This proposal will not enable us to achieve a 'quick win' as clear statutory and agreed processes have to be followed to achieve potential alternative provisions.

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits

Until a review is completed it is not possible to determine the risks to the service.

Description	Likelihood	Impact	Proximity(when it is likely to occur	Risk Owner	Mitigating Action	Action Owner
TBD						

Issues- current threats to the benefits

As risks above.

Description	Priority	Issue Owner	Action	Action Owner

Financial Information

Unable to determine until a review is carried out.

Constraints

Describes any known constraints that apply to the proposal.

Assumptions

At this draft stage, the assumption is that consultation processes will progress in the shortest period.

Proposal Capability

Staff time within the Directorate and Headteacher/ Member consultation time

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the Mandate. Use the version and authority sign-off on the front page.

The “Equality Initial Challenge”

Name:

Service area: ALN

Date completed: 15th October 2014

Please give a **brief description** of what you are aiming to do.

- Explore the potential of establishing educational facilities that could deliver inclusive day provision for pupils in the county of Monmouthshire to cater for ASD, Attachment Disorders and associated pervasive behaviours for all children and young people understood to need support in addition to the mainstream at key stages 2, 3, 4 and 5
- Transform the provision for children at MCC’s Special Needs Resource Bases and PRS by exploring the potential of establishing a Virtual Special School. Initially this would be through research and consultation around a hub and spoke approach, including a revolving door provision for those pupils who are at risk of permanent exclusion from their current educational establishment.
- Provide appropriate resources within any new facilities to ensure flexible and appropriate staffing provision for all component parts.
- Build and enhance the capacity of mainstream schools to improve the breadth and quality of their provision for children who have Additional Learning Needs including ASD and Attachment Disorders.
- Explore the potential of centralising services currently commissioned from external sources through SLAs to ensure robust and effective use of the LA’s resources to support children with HI, VI and Social Communication and English as an Additional Language.

Protected characteristic

Potential **Negative** impact

Please give details

Potential **Neutral** impact

Please give details

Potential **Positive** Impact

Please give details

Age

Extending the age range of provision for children with Additional Learning Needs outside the mainstream in Monmouthshire.

Disability

Children who are identified with a disability of ASD may have their needs met within their local community.

Marriage + Civil Partnership

NA

Pregnancy and maternity

NA

Race

NA

Religion or Belief

NA

Sex (was Gender)

An inclusive offer would be provided

Sexual Orientation

NA

Transgender

NA

Welsh Language

NA

Please give details about any potential **negative Impacts**.
How do you propose to **MITIGATE** these **negative impacts**

- *Through research and review MCC will evaluate its current offer. Through consultation MCC will assess the effectiveness of all its ALN provision. Potential negative impact could be a pressure on educational leadership to ensure enhanced Continuing Professional Development (CPD) across all schools both mainstream and Special and a realignment of the current offer of residential provision in MCC*

- School Improvement analysis of CPD needs of all staff to ensure both mainstream and Special School staff are professionally competent in order to identify, intervene and deliver appropriate and good quality inclusive education.

- In relation to the potential realignment of residential services a full and proper assessment of individual pupils' needs will take place in order to deliver the best quality service for every pupil. In partnership with Children's Services in MCC a full assessment of need will be carried out to determine whether any alternative arrangements would be required to ensure full access to opportunities as they exist currently or may exist in the future.

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

- Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

- 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)

-
-
-
-
-
-
-
-

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

- 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:

Signed

Dated

37A – WASTE MANAGEMENT – EFFICIENCY AND REALIGNMENT

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	17 th October 2014	Draft	Rachel Jowitt	

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept
Nigel Leaworthy	MCC	Commercial & Operations Manager

Executive Summary

Over 2014 the new Waste & Street Services department is being formed through a major restructure which helps deliver the R&C 2014-15 budget mandate on staff restructures. This merger of 2 key departments, waste/cleansing and grounds maintenance gives the opportunity to remove duplication and ensure more efficient and effective delivery of core frontline services.

Over 2012-13 the Systems Review identified operational duplication between grounds and cleansing on litter bin emptying functions. Cleansing would empty bins from concrete and streets and grounds from parks. Small changes were made to the practice but it was not adopted across the County. In addition it has been identified that the services undertake other similar duties e.g. cleansing pick up fly tipping off public land whilst grounds teams will pick up fly tipping off private land if requested to do so by the landowner (e.g. Housing Associations) and make a charge.

It is proposed that more efficient practices can be instigated which will remove the duplication and ensure a more responsive, efficient service.

The changes will deliver a **£50k** saving which is delivered from the workforce being reduced by 2 operatives.

This change could identify further operational changes which could benefit the service and our customers and any further actions will then be initiated to reduce overall expenditure.

Detailed Business Case

Vision

For the cleansing/grounds service to re-align and to be as customer focused and as efficient as possible

To reduce duplication of services which will provide clarity on responsibility and service deliverability

Outcomes

For service operational changes to be introduced to remove duplication and ensure a better service is delivered

Blue Print

The Future State

This service realignment builds on work already started under the Systems Review. However it formalises this work and releases capacity which achieves financial savings.

In the future, where we currently have duplication (litter picking, fly tipping) and 2 distinct services undertaking the functions, the service will become one. The service will improve its capacity to respond and will have a more joined up approach whilst still ensuring that statutory data (e.g. fly tipping on public land) and potential impacts are managed e.g. if all grounds bin waste was collected by the Waste Collection Authority it would have a negative impact on the MCC recycling results.

Current state and gap analysis

Identify the extent and nature of the change required to achieve the Future State

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Staffing	Staff employed by grounds and waste separately for similar services	Review of staffing levels for the reviewed areas (litter picking & fly tipping) and new level determined e.g. numbers, location Due personnel process to be followed on reducing staffing levels	2 staff can be saved from this process

	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Legislation	Waste complies with Environmental Protection Act reporting e.g. litter, fly tipping Which needs to be adhered to in future service redesign	On reviewing operational practices need to ensure statutory requirements are met	
Systems	Different systems are used by the services	System redesign needs to take place to ensure work is commissioned and undertaken efficiently and effectively	

Options Appraisal

No other options are being considered. The only other operational alternative is “no change” which given the reasons for change, operational efficiency, reduced duplication and resource release is not being considered.

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit						
£50k	<i>The overall street cleansing budget is £600k</i>	£50k	£50k	£0	£0	£0

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Non financial benefits	Current performance	Target performance				
improvements in service	<i>Duplication of services</i>	<i>Efficient and streamlined service delivery</i>				
Cost Redundancy costs of staff	Current costs	Revised costs To be determined				

IMPACT

This is one of 3 mandates which have operational impacts e.g. front line staff reductions. The others are:- change of frequency of nappy service and route optimisation. Overall in Waste & Street Services the workforce will need to reduce by about 13 to achieve the savings proposed. Therefore there will be individual staff impacts. First through the realignment process as colleagues are managed through the process and then secondly at the end when colleagues leave the organisation. There will be morale issues and this could lead to an impact on service performance.

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Individual impact on staff affected i.e. made redundant	H	H	2014-15	Rachel Jowitt Nigel Leaworthy	The process will be undertaken fairly and in line with the Protection of Employment Policy. MCC will also offer all support available to those affected, but recognises that the impact of losing your job can not be fully mitigated	Rachel Jowitt Nigel Leaworthy
Overall staff morale - reduction	H	M-H	2015	Rachel Jowitt Nigel Leaworthy	Communications and engagement with the workforce is a priority of the new WSS department. Continued engagement, regular meetings with the team and also an implementation of a fair process to reduce the workforce will be critical in ensuring a success of our wider service. Importantly engagement after the changes will be just as important to keep in touch with the workforce to check on morale and identify any measures that can be introduced to enhance performance within the service.	Rachel Jowitt Nigel Leaworthy
Impact on	M	M	2015 and beyond	Rachel Jowitt	The service system will be	Rachel Jowitt

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
recycling performance If all the “grounds waste” came under the Waste Collection Authority residual waste tonnage would increase, thereby reducing the overall recycling performance				Nigel Leaworthy	redesigned with this risk integral to its design. An appropriate recording system will need to be developed to ensure that tonnage is reported appropriately	Nigel Leaworthy Amy Bowen

Assumptions

The actual review is yet to be initiated, so it is assumed that 2 posts can be released through this realignment. We are confident in the 2 posts, and if more staff/vehicles become surplus through this process these too will be released to offer more savings.

Recommendation

That approval is given to review the services and realign them for service efficiency and cost effectiveness.

High level Plan for delivery

Action	Timetable
Review existing processes for each service area	Nov-Dec 14

Action	Timetable
Identify staff/ vehicles assigned to these tasks	Nov-Dec 14
Develop new system	Jan 15
Pilot new system	Jan-Feb 15
Political approval for mandate	Feb 15
Staff reduction implementation	February 15
System implementation	April 15

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

37B – WASTE MANAGEMENT – MODERNISING TRADE WASTE SERVICES

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

This template provides guidance on how to complete the Proposal Business case.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	14 th October 2014		Rachel Jowitt	

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept
Peter Davies	MCC	Finance
Ruth Donavon	MCC	Finance
Emma Jackson	MCC	IT Systems

Executive Summary

Monmouthshire County Council currently provides a wheelie bin trade waste refuse service to 364 customers. Approximately 200 customers also buy trade bags from One Stop Shops and other outlets. This customer base amounts to an annual tonnage of residual waste of 2,066 tonnes. For 2014-15 the service is forecast to cover full costs (collection, haulage and disposal costs) with income targets built into the budget of £433k.

It is estimated that as a minimum c.250-300 customers make use for *free* of the red and purple householder recycling scheme. This figure is made up of businesses that also currently pay for a MCC provided refuse collection, but potentially also some businesses that are not paying for a refuse service. However it could be more, but it is difficult to determine, particularly through town centres where there are flats above shops and the crews are unable to differentiate between household and trade waste.

Under the Environmental Protection Act 1990 which governs the trade waste regime Council's should look to cover full costs of all waste and recycling services offered to the business sector. This is to implement the policy of Producer Responsibility as Business Rates are not used to cover costs for waste collections and disposal and householder rates should not be used to subsidise business activity. There is also a sometimes a lack of clarity over charging for trade waste, because the Controlled Waste Regulations 1992 stated that for certain businesses (such as charities, education establishments, hospitals and caravan and camping sites), Local Authorities can make a charge for collection, but not disposal of waste. A subsequent update to the regulations in 2012 reduced the types of businesses that this would apply to. MCC has not yet implemented the changes, but through this process MCC will look to update its charging regime to align with these regulations.

One of Monmouthshire's key priorities is to support enterprise, job creation and entrepreneurship. It is important that an introduction of a recycling charge and a re-alignment of the overall charging mechanism is seen within the context of producer responsibility but also as a means to ensure our businesses get a quality, reliable, cost effective recycling and waste disposal service.

The design of the overall scheme is yet to be defined and will need to go through a full consultation, Select Committee and Cabinet approval process. But it is intended that implementation of a scheme will deliver:

- Introduction of trade waste recycling £40k
 - Realignment of Schedule 2 changes £10k
(through charging for the administration of transfer notes at £25 per customer).
- TOTAL £50k**

Detailed Business Case

Vision

That Monmouthshire based businesses will be able to access a cost effective recycling and waste disposal service.

That MCC fully implements the principle of Producer Responsibility so that the cost of business recycling/waste management is fully recovered in line with the law and Schedule 2 interpretations of commercial waste.

Outcomes

That MCC offers a comprehensive recycling and refuse services to MCC businesses

That the charging mechanism is appropriate to cover costs and fully apply the Schedule 2 changes on collection and disposal charges

Blue Print

The Future State

Businesses need a safe and reliable way to dispose of the waste they produce. Businesses are not obliged to come to a Council for a collection but a Council is required by law to undertake a collection where the businesses request it and the service can then make a charge. Due to the rurality of Monmouthshire some businesses would struggle to find a cost effective contractor to manage their waste and therefore the Council would always need to offer some level of service provision.

Given the importance of businesses to Monmouthshire's priorities it is important that the design of the modernised service is based on promoting recycling and the producer responsibility concept. This in turn may help businesses examine the amount of waste they produce, make them more environmentally aware resulting in waste reduction and reduced cost.

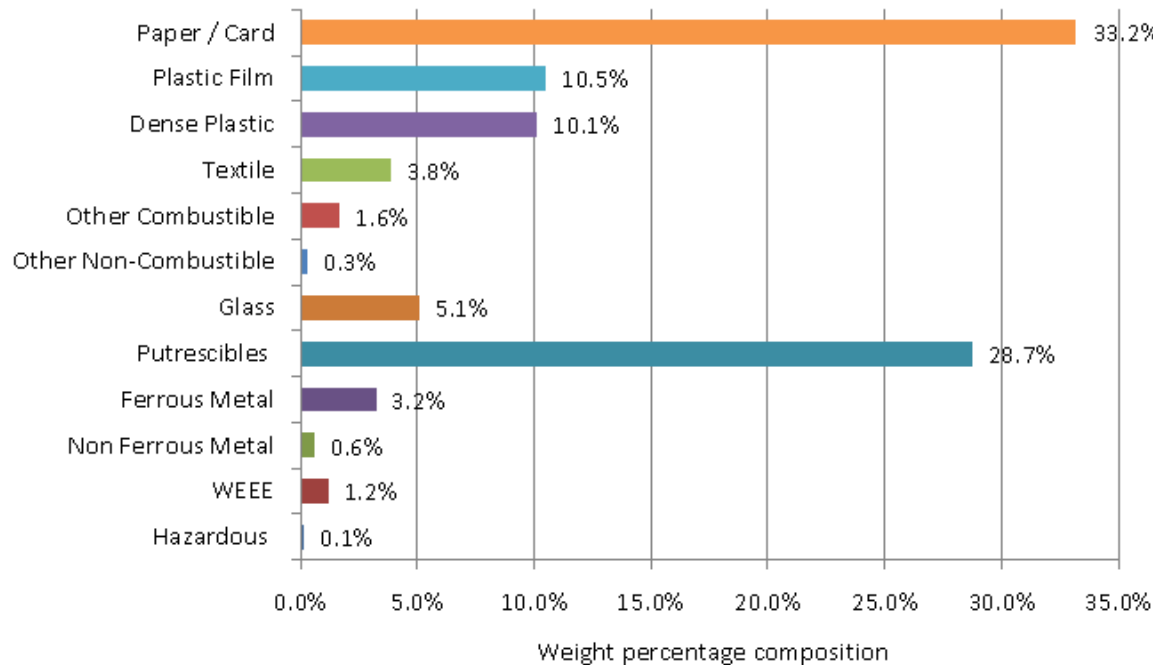
The overall objective is for MCC to fully implement a holistic chargeable trade waste service.

Recycling Rates

Currently trade waste amounts to 4.6% of total municipal waste managed by the authority. All of this waste currently goes for disposal. In 2012-13 an assessment was undertaken on the composition of the trade waste. This determined that businesses produced on average 6.62kg of waste per week (please note since 2012-13 overall tonnage on trade waste has reduced by 600 tonnes).

Importantly though the study determined that the vast majority of trade refuse was recyclable:

Figure 9.1 - Composition of residual collected commercial waste



The above demonstrates clearly that the top 4 material streams: cardboard, food, dense plastic and glass amounts to 75%. If 50% of this waste was recycled the recycling rate would increase by approximately 2%. If this was applied in 2013-14 MCC would have achieved a recycling rate of 65%.

We are currently unable to determine the existing level of business recycling from them making use of the red and purple bags. The benefit of a distinct trade recycling service will allow us to fully understand the contribution of trade recycling to the overall performance of the Council and help businesses communicate their environmental performance.

Charging for Administration of Transfer Notes

It is a legal requirement that Transfer Notes are produced by the collector of the waste and given to the producer of the waste (i.e. the business). This is to allow the business to prove that they have managed their waste responsibly and have given their waste to an NRW/EA approved body. Currently this administrative task of production, database management and postage is undertaken free of charge. It is however custom and practice that waste collecting bodies charge.

It is therefore proposed that a £25 annual charge is to be applied to the administration for a trade waste customer.

Current state and gap analysis

Identify the extent and nature of the change required to achieve the Future State

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Internal admin Processes	There is an established system for businesses to register and pay for a trade waste service.	The system will need to be reviewed and potentially changed to accommodate a more complex service design and charging	Capacity of IT to be able to design and implement a new system for 2015. No revenue

		system.	funding has been earmarked for this development work.
Design of service	There is no determined trade waste recycling service	<p>Research into trade recycling service options</p> <p>Consultation with businesses on service design</p> <p>Feasibility with existing fleet as one of the key assumptions is that there will not be investment in new fleet until the findings of the service review are complete</p>	<p>No new fleet</p> <p>Businesses have already indicated in the survey of 2012 that they would like to recycle but did not want to pay for it. Therefore a risk to overcome will be their understanding of the changes and the benefits.</p>
Technology/infrastructure	Basic database used for system at present	Modernisation to allow online registration and system	Capacity of IT to be able to undertake the work
Communications	Communications limited to when changes to their collection are required.	Introduction of a charge will require a comprehensive communications plan to be instigated	Internal staff resources and budget for communications.

Options Appraisal

There has been no option appraisal due to the only other option available is not to charge, and given the budget position, the importance of Producer Responsibility a charging mechanism is deemed to be the only appropriate solution.

Impact

It could be perceived by the businesses who already make use of the red and purple scheme that they are being treated unfairly with the introduction of a charge. However as outlined above the provision of the service has been a benefit for those businesses, but the Council must

not be using householder rates to subsidise business activity. The benefits therefore of introducing this charge will allow MCC to engage with businesses so they fully understand the trade waste regime and understand their responsibilities within it.

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits						
Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Overall lack of income due to businesses opting to go elsewhere for their trade waste service	M	M	Over 2015	Rachel Jowitt Recycling Strategy Manager	Charging regime is proportionate to promote recycling	Rachel Jowitt
Criticism of the Council from businesses on introducing a charge when enterprise is one of the key priorities	M	L	With introduction of scheme	Rachel Jowitt	Effective communications plan drafted and implemented. Early engagement with businesses and MCC relevant officers to ensure all business communications avenue are utilised	Rachel Jowitt Recycling Strategy Manager
IT – system designed isn't fit for purpose	M	M	2015	Rachel Jowitt	Early work undertaken to determine need and clear specification developed with IT/cashiers	Rachel Jowitt Emma Jackson/ SRS/ Ruth Donavan

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
The recycling service is such a success that the trade refuse service does not cover costs	M	H	2015 and beyond	Rachel Jowitt	Pricing schedule is appropriate and fit for purpose	Rachel Jowitt

Constraints

Timescales & capacity: It is anticipated that the scheme will be implemented from July 2015. There is a lot of service design work, consultation and engagement and system development to be undertaken. The team is already focused on the implementation of a £350k saving project (route optimisation which will incorporate the changes to the nappy service if accepted by Council) and therefore this work has to be fitted in with maintaining services and delivering other mandates.

IT: it is anticipated that a new system will have to be developed to give our businesses a modern and effective system for registering and paying for the service. Discussions with MCC systems leads and cashiers has already begun and meetings will take place soon to begin work on the scope and scale of the work so that it can be taken forward.

Assumptions

It has been assumed that the existing fleet (post route optimisation) will be used. The service is currently going through a review and the design of the service may change in future years. Therefore it is a possibility that the trade waste charging service changes in a few years

Recommendation

That approval is given for Officers to proceed with the design of a chargeable trade recycling service.

High level Plan for delivery

Action	Timescale
Design of recycling service	Nov 14
Initial meeting on IT – systems – scope, constraints etc	Nov 14 (after initial design of service has been undertaken)
Policy research into other LAs designs and charging regimes	Oct-Nov 14 (work as started)
First scope of service design for officers to challenge & review	December 14
Systems and IT specification confirmed	December 14
Meet with economic development to discuss business engagement	Dec 14
Policy design and system – presented to Select Committee	January/Feb 15
Communications and engagement with businesses	Jan 15
Charging regime and overall design of service – Cabinet approval	March 15
Implementation of service	April – July
Service starts	July 15

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

37C – WASTE MANAGEMENT – WASTE COLLECTION CHANGES – GREY BAGS & NAPPIES

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

This template provides guidance on how to complete the Proposal Business case.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	13 th October 2013		Rachel Jowitt	

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept

Executive Summary

Monmouthshire is a high performing recycling county, achieving 63% in 2013-14 due to the radical changes that were implemented in July 2013. Monmouthshire is also a highly efficient Council as demonstrated by recent benchmarking which evidenced that the average cost of a waste collection in Monmouthshire in 2012/13 was £50 per household as opposed to the Welsh average of £70 per household. Efficiency is to be optimised even more in 2015 with the introduction of the Route Optimisation Project which already sits in the MTFP to deliver a £250k (2 lorries and crews) saving. When looking at further efficiency's therefore the law (Environmental Protection Act) has been reviewed to determine what we *must* do and what is discretionary and therefore open for review and release of resources. Two such items have been identified:

- The removal of the free supply of grey refuse bags as agreed by Council in April 2013 with householders once more being asked to provide their own black bags, but would still be restricted to two per fortnight; and
- The removal of the nappy/hygiene collection service and householders advised they would be allowed an additional allocation of black bags for collection fortnightly.

The above actions would deliver:

• Grey bags	£80k
• Nappy service – change of frequency of collection	£100k
Total	£180k

It is recognised that these are high profile service changes with a potential impact on performance and customer satisfaction with the service. However given the budget pressures facing the authority, the proven efficiency of the collection service these services are not statutory and can therefore be removed whilst ensuring compliance with the law.

Detailed Business Case

Vision

As part of the Recycling Review Members have set four priorities for the recycling and waste service. These are:

1. Maximising the economic benefit/value of service;
2. Minimising the environmental impact of service;
3. Enabling and supporting communities, businesses and members of the public do more for themselves, and;
4. Having an informed and engaged public.

The service also an outlined purpose of:

To provide and promote a clean, safe, and sustainable Monmouthshire through the delivery of our services in a reliable, flexible and cost effective way that meets the needs of our residents, now and in the future

The service aspires to be the best at minimal cost to allow the Council to focus on its corporate priorities and outcomes.

Outcomes

The changes proposed, whilst recognising could be seen as a reduction in service provision will strive to deliver specific outcomes which align to the priorities determined by Members:

Maximising the economic benefit/value of the service

The grey bags were introduced to indicate to residents that a change was needed in the amount of general rubbish that was being thrown out to both reduce the amount and cost of landfill and to increase the County's recycling performance. The scheme has been

accepted as a success both on financial and recycling performance. Importantly performance is consistently being maintained which indicates that the change which the grey bags introduced has bedded down to a sufficient level to allow the provision of the grey bags to be removed and deliver a financial saving to aid the economic value of the service.

In terms of the nappy service, with the closure of the recycling facility in 2013 and market research determining no suitable alternative in principle support has been given to return the nappy/hygiene waste back to the residual waste stream permanently. With the introduction of energy from waste rather than landfill being the primary form of treatment for residual waste this will deliver a financial saving (which is already a MTFP mandate (Project Gwyrdd) to deliver this outcome.

Minimise the environmental impact of the service

Through the restriction of residual waste the environmental performance of the service has already been improved, and with the pending move to energy for waste for residual waste, there is no better environmental treatment method for this waste. The removal of the nappy/hygiene service will also reduce fleet delivering further environmental savings from CO2 emission reductions.

Enabling and supporting communities, businesses and members of the public do more for themselves, and

The community has raised at the recent consultation events the possibility of removing the provision of grey bags due to the success of the changes. We want the community to do more for themselves and to take responsibility for the waste they produce. By re-introducing householders supplying their own black bags, but maintaining the restriction it returns the onus on householders for their general rubbish collection service.

It is recognised that householders can do very little with nappy/hygiene waste produced and therefore it is proposed that the service be aligned with the residual waste service for fortnightly collections. In addition those who would have made use of this service it is proposed will be allowed an additional allocation of grey bags.

Having an informed and engaged public

Monmouthshire has high public satisfaction with its recycling and waste and the performance of the service is testament to the level of engagement from the public. The proposed changes should not have a negative impact on the overall engagement with the service albeit accepting that the changes would require a period of adjustment.

Blue Print

The Future State

The future will be one where residents still comply with the refuse restriction and only place out no more than 2 bags per fortnight and continue to recycling as much as possible. In relation to the nappy service the waste will be collected within the residual waste stream given the lack of future recycling capacity. If householders do need to dispose of nappy/hygiene waste on the weeks where this is not a refuse collection then the waste can be taken to the Household Recycling Centres and placed in the general waste skips.

No changes to processes are required for this change. Indeed the removal of the nappy service will save on processing of applications and release administration capacity which will aid the service given it has faced a 20% reduction in office staffing this year.

Current state and gap analysis

Identify the extent and nature of the change required to achieve the Future State

Section	Description of current state and changes		
	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process for approval	Both services were introduced through the due political process	Changes are needed to Council policy to remove the nappy service and for householders to supply their own black bags once more	
Process for additional allocation of black bags	There is already a process and database in place for those householders who	The database and process to approve the additional allocation will need to be removed to ensure it is fit for purpose	IT is a constraint within the current service in terms of the databases operated and how

	require more than a 2 bag limit currently.	and can cope with approximately 4,000 new requests	they can be improved. Discussions and an action plan will need to be agreed with SRS to ensure the database can be updated easily and operational crews knowing with ease who is allowed an additional allocation of black bags.
Householder communications		A major communications initiative will have to be undertaken to inform householders of the change and how the service is expected to continue and still perform effectively	No constrains – communications plan will be devised and implemented following member approval.

Options Appraisal

Option 1

The first option is to:

- Request householders supply their own black bags again, but only 2 are allowed to be placed out for collection per fortnight
- Withdraw the nappy/hygiene collection service and advise householders that this waste is to be placed in the black bags and if they need an additional allocation of more than 2 bags per fortnight to apply to the Council

This would allow, with most effectiveness the financial saving to be met.

Cost-Benefit Analysis – Option 1

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit						
<i>Removal of grey bags £80k</i>	£80k	£80k	£80k	£0	£0	£0
<i>Removal of nappy/hygiene service £100k</i>	£100k	£100k	£100k	£0	£0	£0
Non financial benefits	Current performance	Target performance				
N/A	63% recycling rate and reduced expenditure on residual waste management.	63%	63%			
Cost	Current costs	Revised costs				
There will be a need to develop and implement a communications plan to ensure all householders know	The service has a communications budget of £10k.	£10-20k – it is proposed the existing budget is used to communicate the changes to residents				

of the changes						
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Option 2

The other option would be to introduce a charge for the bags (but bags only as refuse services cannot be charged for). However given the administrative burden this would introduce (with reduced resources to deal with the administration) and the fact that for the nappy service the £100k could not be saved it is not proposed that bags be charged for. Therefore a full options appraisal has not been undertaken.

Impact

There is a potential risk to the overall recycling performance of the service. The introduction of the grey bags was a visible tool to help householders with the change on restricting residual waste. Their removal could be portrayed as the Council placing less emphasis on the service but in fact it is an indication of the resident's superb compliance with our requests that we feel confident to ask them to once more provide their own black bags.

The nappy/hygiene service change of collection frequency will probably have a negative impact on those who use the service, as there will be a period of change to adjust to. The introduction of this service in 2010, with the introduction of fortnightly refuse collections has allowed parents and those who require the hygiene service to dispose of smelly waste every week. The proposal will mean that the waste is collected fortnightly. However facilities are available at the Household Waste Recycling Centres if residents want to dispose of this waste more frequently. MCC recycling department already offers subsidised real nappy kits and will look to promote this scheme to reduce the impact of the change of collection frequency.

Key Risks and Issues

Risks - anticipated threats to the benefits
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Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
<p>Reduction in recycling performance and increased cost on residual waste treatment</p> <p>With householders providing their own black bags once more, they may feel that the Council is not as committed as it was to the recycling agenda. This couldn't be further from the truth. The removal of the grey bags is testament to the success of the initiative and the compliance we have seen from our residents. However if the former view is taken, there is a risk that more recycling is placed into</p>	M	M	2015-16 and beyond	Rachel Jowitt	<p>As part of the route optimisation programme it is intended that we will make recycling even easier for householders. Currently when residents require new bags they have to go to an outlet, but it is intended from April that we will have developed a system so that our operatives will know when residents need a new supply of bags and will deliver the bags directly.</p> <p>We will also advise residents on the type of black bag that can be placed out – a maximum size (this is allowed by law) to avoid large bags being used and therefore</p>	Rachel jowitt

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
the black bags, thereby increasing cost and reducing performance Whilst MCC is not at immediate risk of fines from WG on recycling performance we have to be mindful of the impact of fines. The next target year is 2015-16 with 58% needing to be achieved. Given current performance of 63% it is not anticipated that performance would fall by 5% with this change.					recycling to suffer. This will emphasise to householders that we are still prioritising recycling and this will enable our crews to promote recycling and if need be issue literature at the same time. Our crews are currently receiving further training on the recycling service and engagement and communications to aid this process.	
Public opinion on the removal of the nappy/hygiene service. This has been a very popular and is now a well- used service. There will be concerns over public health, but advice received from WG an other LAs who	H	M	2014-15 (during implementation)	Rachel Jowitt	Communications plan to be developed and the method of disposing and managing this waste clearly articulated. In addition a public push on our subsidised real nappy scheme will help reduce the number of	Rachel Jowitt

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
do not operate a nappy service is that the waste is suitable for fortnightly collection.					nappies produced (thereby reducing tonnage and overall cost).	
<p>Morale within the workforce.</p> <p>The removal of the nappy service will see three staff being made redundant. This is on top of the 6 staff identified to be saved through the introduction of the route optimisation programme. Other mandates also have front line staffing implications.</p> <p>It is important that morale in the workforce is maintained to ensure a quality and effective service is delivered to the residents of</p>	H	H	On roll out of proposals and through implementation	Rachel Jowitt Nigel Leaworthy	<p>Communications and engagement with the workforce is a priority of the new WSS department.</p> <p>The workforce are engaged in the route optimisation project to allow them to understand the reasoning behind the change and the same will have to be done with the removal of the nappy service.</p> <p>Continued engagement, regular meetings with the team and also an implementation of a fair process to reduce the workforce will be critical in ensuring a success of our</p>	Rachel Jowitt Nigel Leaworthy

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Monmouthshire.					wider service. Importantly engagement after the changes will be just as important to keep in touch with the workforce to check on morale and identify any measures that can be introduced to enhance performance within the service.	
Individual impact on staff affected (eg. made redundant)	H	H	2014-15	Rachel Jowitt Nigel Leaworthy	Process will be undertaken fairly and in line with the Protection of Employment Policy. MCC will offer all support available to affected staff, but this will not fully mitigate the impact of people losing their jobs.	Rachel Jowitt Nigel Leaworthy

Issues- current threats to the benefits
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Description	Priority	Issue Owner	Action	Action Owner
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The main threat is lack of commitment to taking this forward and the financial saving not being achieved. The service does not have another area where £180k could be taken from.	H	Rachel Jowitt	Clear plan developed in terms of engagement with members and clear process on political process for approval of policy changes	Rachel Jowitt

Constraints

There are no real constraints to the implementation of these proposals.

Assumptions

No assumptions have been used to base this financial saving as it is a direct cut on provision of grey bags and staffing and vehicles.

Recommendation

That approval is given to proceed with the political process to implement a policy change to refuse collections to allow:

- The provision of grey bags to be removed and householders requested to provide their own black bags and still restricted to two per fortnight
- The removal of the nappy/hygiene service

High level Plan for delivery

Action	Timescale
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High level political approval for mandate	Oct / early Nov 14
Recycling Review presented to Strong Communities Select Committee where savings plan will be shared within the context of the wider review	18 th Nov 14
Review of existing council policy to amend it appropriately	Nov 14
Development of communications plan to tie into communications plan for roll out of route optimisation programme	Nov- Dec 14
Review of policy changes by Select Committee	11 th December
Policy changes given political approval	Cabinet – 7 th January 2015
Implementation of communications plan	Jan – April 2015

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

40A – DEMOCRACY AND REGULATION SERVICES

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

Mandate Completed by	<i>Tracey Harry</i>
Date	<i>16 October 2014</i>

What does the mandate propose to do?
To generate savings from Democracy and Regulatory services
How much savings will it generate and over what period?
£115k
Directorate & Service Area responsible
CEX
Mandate lead(s)
Tracey Harry

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Dave Jones, Dave Loder	MCC /cex , mcc/finance	

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
Tracey Harry	CEX/Regulatory services	

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 are the outcomes of the proposal?
To reduce budget requirement in a number of areas by 110k through a range of actions including Management restructure, increased income generation, removal of part of a vacant post and reduction in mileage budget.
Expected positive impacts
Achieve budget saving
Expected negative impacts
none

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
				15/16	16/17	17/18	
Democracy and regulation		110		110			110

3. 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
Management restructure	Tracey Harry	Feb 2015
Reduce budgets	Tracey Harry	April 2015
Increase income budget in planning	Tracey Harry	April 2015
Remove half a vacant post	Tracey Harry	April 2015

4. 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 and knowledge etc..

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

5. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2013/14	Actual 2014/15	Wales Average 2013/14	Target 2015/16	Target 2016/17	Target 2017/18

6. 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.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions	Responsible Officer
None identified					

7. 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.

40A DEMOCRACY AND REGULATION SERVICES

The “Equality Initial Challenge”

Name: Tracey Harry Service area: Democracy and Regulatory services Date completed: 29 October 2014		Please give a brief description of what you are aiming to do. A combination of activity to deliver £110 of savings including – increase income, efficiency savings, management restructure.	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		No impact from savings	
Disability		No impact from savings	
Marriage + Civil Partnership		No impact from savings	
Pregnancy and maternity		No impact from savings	
Race		No impact from savings	
Religion or Belief		No impact from savings	
Sex (was Gender)		No impact from savings	
Sexual Orientation		No impact from savings	
Transgender		No impact from savings	
Welsh Language		No impact from savings	

Please give details about any potential negative Impacts .	How do you propose to MITIGATE these negative impacts
➤	➤
➤	➤
➤	➤
➤	➤

Signed Tracey Harry
Dated 29 october 2014

Designation, Head of Democracy and Regulatory services

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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The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

- 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:

Signed

Dated

41 HIGHWAYS

The Proposal Business Case enables the Cabinet to decide whether to proceed with the proposal.

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
01	13/10/14		Tony Wallen	MCC Highways (SWTRA, County Roads, Mechanical and Electrical Infrastructure). 2015/2016 Savings Mandate and Service Reduction

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept
Dave Loder	MCC	Senior Accountant

Detailed Business Case

Vision

This mandate will enable county highway maintenance services to continue to be provided, to a good standard, but the reduced labour plant and material resources will inevitably result in an increased response timescale. Winter maintenance and flood response should remain unaffected, the effect of the reduced highways resource will be covered by utilising labour from other sections, ie grounds maintenance. The flexibility of utilizing all resources from all operations sections, will enable the highway service provision to be maintained to at least current standards.

Outcomes

The mandate will achieve a £450k saving during the 2015/16 year, to meet the requirements of the MTFP.
The outcomes to residents will be measured by data contained within the Highway Service Improvement Plan.
The staff changes will need to be instigated by April 2015 to achieve full savings.

Blue Print

The Future State

The county highways operations organisation will continue to shrink to mirror the ongoing reduction in highways revenue budget. Statutory highways functions will continue, but with reduced staff levels. The highways trading areas should continue to hold their own in a difficult trading environment; however, growth will be difficult based on the predictions of further austerity measures.
It is fundamental that the direction of local government reorganisation is outlined ASAP, in order to start to plan a way forward with regard to the highway services currently provided by MCC on trunk and county roads.

Current state and gap analysis

Section	Description of current state and changes
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	Current State	Changes needed to Current state or actions needed to resolve outstanding issues	Assumptions/constraints
Process	The current highways portfolio undertakes a wide range of services to MCC residents, including local road maintenance, winter maintenance, street lighting, and flood response. Also strategic roads i.e. motorways and trunk roads, within the Greater Gwent and Cardiff regions, are maintained for Welsh Government, via their agents, SWTRA.	Services being provided within 2014/15 must achieve the required 2014/15 financial targets, to ensure that no overspend is carried forward. Confirmation of the 1+1 performance based extension of the SWTRA SLA is required ASAP.	Any efficiency savings can only be assumed, providing the performance based SWTRA, SLA will be extended. It is assumed that the authority will continue to protect education and social services at the expense of other MCC service budgets.
Organisation structures	The current organisation is being reorganised, to best meet the needs of MCC customers, within the context of the available funds.	Reduced/reorganised staff structure must be in place ASAP.	It is assumed that no additional costs can be absorbed within revenue service budgets and any staff redundancy/early retirement, costs will be funded from MCC reserves.
Technology/infrastructure	Bespoke software is currently being developed to streamline the administration of the service, to the benefit of customers and staff.	Field trials of specialist software needs to be Completed.	It is assumed that no further development costs will be incurred by highways, (i.e. any future costs to be met corporately), and that the software will be in operation during 2015/16, to achieve administration savings.
Information and data	The speed of the re design and shape of future systems	Direction of what the future service role is to look like, within the new merged authorities	It is assumed that significant LA reorganisation changes will not

	and organisational structures, will depend upon the resources available and the merging of services with those in adjacent authorities.		commence during the 2015/16 financial year.
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Options Appraisal

The options below will enable the target savings for 2015/16 to be achieved, whilst minimising any service reduction to MCC residents.

Cost-Benefit Analysis

A cost- benefit analysis, that includes both the financial and non financial costs and benefits, is the heart of the **Business case**.

Each options needs to describe the costs and benefits of that option overtime.

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
Cashable benefit	£3,888,910					
<i>Staff reductions</i>						
<i>County Highways</i>	As Above					
- <i>Resources Manager</i>		£50k	£50k	£0	£0	£0
- <i>Four Highways Operatives</i>		£112k	£112k	£0	£0	£0
- <i>Materials saving</i>		£50k	£50k	£0	£0	£0
- <i>Plant Saving</i>		£20k	£20k	£0	£0	£0

<i>Amended work practices and cost savings within the external highways service trading accounts</i>	<i>As above</i>	<i>£113k</i>	<i>£113k</i>	<i>£0</i>	<i>£0</i>	<i>£0</i>
<i>Additional income skips and scaffolding</i>	<i>As above</i>	<i>£5k</i>	<i>£5k</i>	<i>£0</i>	<i>£0</i>	<i>£0</i>
<i>Operational fuel, stores and procurement savings</i>	<i>As above</i>	<i>£50k</i>	<i>£50k</i>	<i>£0</i>	<i>£0</i>	<i>£0</i>
<i>Commercial advertising provision</i>	<i>As above</i>	<i>£50k</i>	<i>£50k</i>	<i>£0</i>	<i>£0</i>	<i>£0</i>
		TOTAL 2015/16	£450k	£0	£0	£0
<i>Non financial benefits</i>	Current performance	Target performance				
<p><i>There will be a small reduction in administration overheads due to the staff reductions.</i></p> <p><i>All other savings will be dependant on similar in levels of external income as</i></p>	<p><i>The core service provision standards on MCC highways will reduce, i.e. potholing, cleaning drains, cleaning and minor repairs will take longer to respond to i.e. general potholes currently attended to within 7 days, may now</i></p>	<p><i>Yet to be determined, but flood and winter maintenance response to remain unaffected.</i></p>				

<i>achieved in previous years.</i>	<i>take 10 days to repair.</i>					
Cost <i>No additional costs anticipated, but the service budget cannot sustain the cost of any redundancy payments, which could potentially be in the order of 5 staff X £20k which equates to £100K. This cost would have to be taken from reserves.</i>	Current costs	Revised costs				

Impact:

The consequences of the reduction of four MCC county highways operational staff, (from a total of 37No to 33No), is that highway maintenance services will still be provided to the existing standards, but will take longer to achieve. This will detrimentally affect performance indicators, potentially increase insurance claims and attract bad publicity.

The existing role of the Resource Manager post will be absorbed into the existing team member’s job descriptions.

The commercial advertising and A board policy may result in public complaints and bad press. This will take staff and member times to administer, and will, in effect reduce the value of the stated income. No additional staff have been allocated to this role.

Key Risks and Issues

List the potential threats (risks) and current issues to the benefits of the proposal as they are currently understood. Use the corporate approach to risk and issues management.

Risks - anticipated threats to the benefits						
Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Highways staff reduction - union concerns, work force backlash and loss of goodwill.	High	Reduced output from remaining operatives	April 2015	Tony Wallen	Ensure early interaction with workforce and unions to outline the budget issues and how the budget reductions are affecting the whole of the MCC workforce, not just highways operatives.	Tony Wallen
Other savings rely on current spends from external customers remaining similar to previous years.	High	General reduction of spend with in all areas of local government.	Throughout 2015/16	Tony Wallen	Advance warning of any budget cuts, in order to achieve mitigating savings to compensate for any shortfall.	Tony Wallen
Some highways maintenance related performance indicators will show a reduction in performance	High	May project the perception of failing service	Throughout 2015/16	Tony Wallen	Public consultation and interaction to sell difficult changes prior to 2015/16	Tony Wallen
Issues- current threats to the benefits						

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Description	Priority	Issue Owner	Action	Action Owner
The staff reductions must be in place early in the 2015/16 financial year, to achieve the full in year benefit.	High	Tony Wallen	Ensure HR policies are in place, and programmed in advance of 1 st April 2015.	Tony Wallen

Constraints

None

Assumptions

That external customers maintain similar spend levels in 2015/16, to those achieved in 2014/15.

Recommendation

The above option is recommended as it enables the 2015/16 financial targets for highways to be achieved.

High level Plan for delivery

The existing highways staff resources will undertake the above change options.

- The Head of Service for highways will oversee the budget savings.
- Unions and Member consultation will be undertaken and completed Jan/Feb 2016, if this mandate is approved.
- Authorisation route and monitoring arrangements via Financial Section, Head of Operations and the relevant Cabinet Member.

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

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

Mandate Completed by	<i>Tom James</i>
Date	<i>16/10/2014</i>

What does the mandate propose to do?
To operate additional market stalls on existing market days in High Street, Nevill Street, and St Johns Square, Abergavenny. Expansion of weekly Flea Market in Abergavenny to include car boot sale. To establish weekly car boot sale to the rear of the market hall. To hold 10 “special” markets/events per annum in Cross Street, Abergavenny.
How much savings will it generate and over what period?
£50,000 income per annum
Directorate & Service Area responsible
Enterprise /Market Service
Mandate lead(s)
Tom James /Ben Winstanley

Have you undertaken any initial consultation on the idea(s)?		
Name	Organisation/ department	Date
Market traders		January/ongoing throughout 2014

Has the specific budget mandate been consulted on?		
Function	Date	Details of any changes made?
Department Management Team	26/09/2014	None
Other Service Contributing to / impacted		
Senior leadership team		

Select Committee		
Public or other stakeholders		None
Cabinet (sign off to proceed)		

Will any further consultation be needed?		
Name	Organisation/ department	Date
Through Planning process	Town council ,business club , Town Team, Market Traders	Submission of planning application

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 are the outcomes of the proposal?
A recent baseline study commissioned and undertaken by "Towns Alive " on behalf of the Abergavenny Town Team reinforced a broadly held perception of the importance of the market operation to the viability of the town . The proposal is to increase the trading operation of the market with the aim to create Abergavenny as a " Regional Market Hub" building on its status as the "Gateway To Wales" and in doing so increase visitor numbers and the general retail vibrancy within the town centre . It is also anticipated that a significant amount of additional income from stall rentals could be realised as well as creating opportunities for new business start ups leading to increased employment opportunities.

Expected positive impacts
Increased footfall within the town through increased visitor numbers and increased “stay time” because of the improved offer . More “return“ visits. Increased spend throughout the town in both retail and service sectors as a result of the greater footfall.
Expected negative impacts
Some local businesses may take a short term view that an increased market offer would be detrimental to their businesses.

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
				15/16	16/17	17/18	
N/A							

3. 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 seek planning permission for the operation of the markets in the town centre streets	Tom James	8 weeks from submission of planning application

4. 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 and knowledge etc..

Any additional investment required	Where will the investment come from	Any other resource/ business need (non-financial)
Promotional advertising	Existing budget	None
Zero hours contracted staff to cover leave/ sickness because of additional volume of stalls ie rental to collect	Existing budget	none
Review of existing market manager's grade to reflect increased responsibility and business generation role	Service efficiency savings	

5. Measuring performance on the mandate

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

Focus- Budget / Process / Staff / Customer	Indicator	Actual 2013/14	Actual 2014/15	Wales Average 2013/14	Target 2015/16	Target 2016/17	Target 2017/18
Footfall/market days Abergavenny	Measure Footfall against base line data	400 Persons per 10	446 Persons Per 10	281 Persons Per 10	480 Persons Per 10	500 Persons Per 10	530 Persons Per 10

		mins	mins	mins	mins	mins	mins
Stall occupancy Abergavenny	% of stalls vacant / number of stalls trading	85%	86%	80%	89%	90%	92%
Income Abergavenny	Estimated income /actual income	319,963	325,490	n/a	375,490	425,490	475,490

6. 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.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions	Responsible Officer
Failure to get planning permission	Strategic	Need permission to operate more than 14 days per annum under permitted development rights	low	Markets have previously operated in the proposed areas of the town centre	Tom James
Opposition to additional stalls	Operational	Other markets which have operated in high streets (Caldicot) need time to demonstrate increased footfall leads to improved whole town spend .	Medium	Ensure that location of individual stalls does not conflict with existing businesses	Tom James

7. 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.

EqIA

The proposal is solely about increasing income through extra markets and as such it is assessed that none of the protected characteristics is impacted. As such no EqIA challenge has been completed at this stage.

41 EQIA - HIGHWAYS

The “Equality Initial Challenge”

Name: Tony Wallen Service area: Highways MCC County Roads and Trunk Roads within the Greater Gwent and Cardiff Regions. Date completed: 17/10/14		Please give a brief description of what you are aiming to do. MCC highway maintenance services must be provided within the available financial resource. A reduction in budget of 450k for 2015/16 must be achieved. This will be undertaken via: <ol style="list-style-type: none"> 1. Staff reductions within the MCC highways operations teams, that maintain county roads. 2. Amended work practices with regard to the maintenance of high speed roads. 3. Additional income via selling static advertising on highway verges, and the management/licensing of obstructions on the footway/highway. 4. Procurement, fuel and stores savings. 	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		X	
Disability			X The management of A boards and other obstructions, on the highway will reduce the risk to partially

			sighted and disabled residents
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
➤ <i>Due to reduced workforce some maintenance work on the county highway network will take longer to complete.</i>	➤ By prioritizing the work load, on the basis of risk to the travelling public and pedestrians.
➤ Potentially increased third party claims from highway users.	➤ Busier parts of the network may need to be maintained to a higher standard to reduce liability.
➤ <i>Static advertising could lead to public complaints and potential risk to travelling public.</i>	➤ Specific highway locations to be identified and consulted upon with members and town and community councils.

➤	➤
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Signed Tony Wallen
Dated 17/10/14

Designation Head of Highways

EQUALITY IMPACT ASSESSMENT FORM

What are you impact assessing	Service area
Reduction of County Highway Resources, amended work practices and commercial obstructions on the highway.	MCC HIGHWAYS
Policy author / service lead	Name of assessor and date
TONY WALLEN	17/10/14

1. What are you proposing to do?

MCC highways maintenance services must be provided within the available financial resource.

A budget reduction of £450k for the 2015/16 financial must be achieved. This will be undertaken via:

1. Four number staff reduction on MCC county roads, (maintenance operations)
2. Amended work practices on high speed road operations to reduce costs and increase productivity and, where possible, generate additional external income.
3. Additional income via the selling of static advertising and the licensing/charging for 'A' boards and café furniture etc., within the highway boundary.
4. To continue to review / re tender contracts with suppliers to achieve savings for plant and materials.

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..

Static advertising and A board customer survey included in documentation submitted to Strong Communities Select Committee, Management of Commercial Obstructions on the Highway Policy 16/10/14

Signed Tony Wallen.....**Designation**.....**HoH**.....**Dated**.....17/10/14.....

The “Sustainability Challenge”

Name of the Officer completing “the Sustainability challenge” Tony Wallen	Please give a brief description of the aims proposed policy or service reconfiguration AS ABOVE		
Name of the Division or service area Highways	Date “Challenge” form completed 17/10/14		
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		X	
Improve housing quality and provision		X	
Reduce ill health and improve healthcare provision		X	
Promote independence		X	
Encourage community participation/action and		X	

voluntary work			
Targets socially excluded		X	
Help reduce crime and fear of crime		X	
Improve access to education and training		X	
Have a positive impact on people and places in other countries		X	
PLANET			
Reduce, reuse and recycle waste and water		X	
Reduce carbon dioxide emissions		X	
Prevent or reduce pollution of the air, land and water		X	
Protect or enhance wildlife habitats (e.g. trees, hedgerows, open spaces)		X	
Protect or enhance visual appearance of environment		X	
PROFIT			
Protect local shops and			X Static advertising to target local

services			SME's
Link local production with local consumption		X	
Improve environmental awareness of local businesses		X	
Increase employment for local people	X Ongoing staff reductions unlikely to decrease within the foreseeable future		
Preserve and enhance local identity and culture		X	
Consider ethical purchasing issues, such as Fairtrade, sustainable timber (FSC logo) etc		X	
Increase and improve access to leisure, recreation or cultural facilities		X	

What are the potential negative Impacts	Ideas as to how we can look to MITIGATE the negative impacts (include any reasonable adjustments)
➤ <i>Reduction in MCC work force</i>	➤ Potential re training and/or skills development to enable re employment elsewhere. Redeployment within MCC under 'at risk' HR policy.
➤	➤

➤	➤
➤	➤

The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

Positive aspect is that a new policy will be in place to manage obstructions on the MCC county highway, which will provide a baseline for enforcement and help protect disabled and abled bodied residents from harm, with respect to private sector 'A' boards and illegal Café/pub furniture.

Static advertising opportunities on the highway will be targeted toward local SME's

- 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:

Ongoing staff reductions within public sector due to ongoing austerity, the operations workforce is now under pressure, since management and admin savings have already been taken.

Highway county road maintenance operations will be still undertaken to an acceptable standard but some aspects will take longer to complete due to the reduced resources available. Maintenance operations will be prioritized on the basis of reducing risk to the travelling public and reducing third party insurance claims to MCC.

Signed Tony Wallen

Dated 17/10/14

42 YOUTH SERVICE

Document Control

Version	Date	Status (draft, approved, signed off)	Author	Change Description
1	21 st October 2014	Draft	Tracey Thomas	Proposals to reduce the Youth Service Budget by £200,000 for the financial year 2015/16, with further reductions anticipated

Approval

Cabinet sign off to proceed with proposal		Date	
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Distribution List

Name	Organisation	Job title / Dept
CYP Select Committee	MCC	

Executive Summary

The Authority is facing a reduction in core funding for the financial year 2015/16 amounting to 4.3%.

Given the reduction the Authority is facing the Youth Service has been asked to explore new ways of working that will contribute to the budget savings of the Authority, whilst realising consistent and retained service delivery to young people in Monmouthshire. We embrace this opportunity to look at our service delivery in an innovative way.

The Youth Service historically has been creative in its approach and accesses 40% of its overall income from external sources through diversifying into new areas of working with young people.

Detailed Business Case

Vision

The current financial climate requires us all to undertake a wider service review to look at a more cost effective model and delivery within our Youth Service.

The Youth Service has been informed of the wider corporate pressures that the Authority is facing and the longer term financial reductions being modelled.

Small working groups are now exploring ideas to generate future income streams and savings, whilst ensuring a quality service is maintained and delivered to young people.

To date the ideas that have been generated to explore further include:

- Wellbeing Centre to provide bespoke services offering a mixture of preventative, reactive, responsive interventions with wellbeing at the centre. The Wellbeing centre is a provision that is needed in Monmouthshire to help people young and old living in our community to love more satisfying lives. It will be able to fill and support the gaps between Health; Social Services and Education.
- Propel Academy to deliver bespoke training packages in Youth Work; Teaching qualifications; Assessors qualifications; Technology for beginners, intermediates and advanced levels; Therapeutic courses including bereavement, self-harm and art/play therapy. All of these courses can be delivered daily or have a residential option.

- Immersive Welsh Language Centre will be designed to be multi - faceted and provide the opportunity for different ways of learning the Welsh language to people of all levels of ability including complete beginners. With the Eisteddfod in Monmouthshire in 2016, we aim to provide a Centre of Excellence that is available to everybody and can offer a variety of methods for people to learn the Welsh Language. This will be achieved through language courses; outdoor education; sport; culture and local walks; provision for school learners and community members.
- Integrated Service Framework model will see services working closely together to enhance provision, avoid duplication and ensure young people are receiving the right support from the right individual. This will save the authority money in the long term through services being available in house rather than sending young people out of county.
- Volunteering Framework model will aim to provide cost savings for MCC and ensure sustainability of services. This framework will provide a uniformed volunteering experience, training and support for volunteers, whilst promoting a successful model that can be used internally and promoted externally to other services.

Outcomes

To build on our current delivery model across the county where collaborative integrated working has proved successful to ensure young people are receiving the best service by the appropriate agency.

Further collaboration and development of the business projects and working with our partner Trusts, will significantly reduce costs through sharing of buildings.

It is anticipated that the income generated from the key areas identified will offset this reduction. To do this we will raise our business profile and therefore our capacity to generate income.

In line with the MTFP of the Authority identify further budget reductions for the financial year 16/17 (£200k), 17/18 (£0.00), 18/19 (£0.00)

Options Appraisal

Cost-Benefit Analysis

Cost/Benefit Description	Current Budget	Target Saving	Timing 2015/16	2016/17	2017/18	2018/19
<i>Reduction in budget from RSG within LA</i>	<i>£789,000.00</i>	<i>£200k</i>	<i>2015/16 financial year</i>	<i>2016/17 financial year</i>	<i>Nil reduction</i>	<i>Nil reduction</i>
<i>Propel Training Academy – to offer niche bespoke training opportunities within the areas of technology; teaching qualifications; assessing qualifications.</i>	<i>Zero</i>	<i>£80,000k gross income generated annually</i>	<i>80,000k</i>			
<i>Wellbeing Centre - to increase opportunities for young people with learning and physical needs; to offer courses to adults and other professions on dealing with young people in times of crisis; learning needs; wellbeing; therapy and creative alternative therapies.</i>	<i>Zero</i>	<i>120,000k gross income generated annually</i>	<i>120,000k</i>			
Cost/Benefit	Current Budget	Target Saving	Timing	2016/17	2017/18	2018/19

Description			2015/16			
Non financial benefits	Current performance	Target performance				
Further development of the Volunteering and Integrated Service Frameworks could promote the sharing of good practice, streamlining delivery functions for staff.						

Impacts

Could result in reduction of service delivery in short term to enable staff to embrace and establish new projects to income generate.

Proposal Activity

Describe the proposal activities that have been identified so far that will be required to work up the detailed proposal, with estimates of what they will cost and how long it will take to complete the work.

Proposal Activity	Description/Output	Duration	Costs	Lead Person
Staff to inform Youth Service manager on areas to explore to generate sustainable income streams	Ideas generated will be prioritised based on financial gain and timescales to implement	October 2014	Staff resources	Tracey Thomas
Establishing the Wellbeing Centre; Propel Academy; Volunteering Framework and Integrated Services Framework.	Task groups set up to identify key areas required for projects to be established in readiness to be operational by March 2015.	Commence Oct 2014	Staff resources Setting up costs as yet unknown	Tracey Thomas

Key Risks and Issues

Risks - anticipated threats to the benefits

Description	Likelihood	Impact	Proximity (when it is likely to occur)	Risk Owner	Mitigating Action	Action Owner
Due to the continued financial pressures of external grants making up 40% of Youth Service budget, if these decrease then service delivery will be reduced in line with received core budget thus reducing services to young people in Monmouthshire.	Medium	High	From 2015	Sarah McGuinness	Increase income through other alternative options	Tracey Thomas

Issues- current threats to the benefits

Description	Priority	Issue Owner	Action	Action Owner
Uncertainty of external grants	Medium	WG	Monitor grant proposals, to ensure sustainability in youth service on new interventions	Tracey Thomas

Constraints and Assumptions

Constraints

Staff engaging in the process to reduce youth service costs and implement new income generating projects.

Assumptions

At this draft stage the assumption has been made that should the current core budget not be met by the Authority there are no financial penalties identified.

Sign-Off

This section should be signed by the Cabinet portfolio holder to confirm acceptance of the preferred option for onward approval by Cabinet. Use the version and authority sign-off on the front page.

42 EQIA – YOUTH SERVICE

The “Equality Initial Challenge”

Name: Tracey Thomas Service area: CYP, Youth Service Date completed: 27 th October 2014		Please give a brief description of what you are aiming to do. To establish projects with income generating options to ensure continued quality delivery of services to young people in Monmouthshire, whilst offsetting the reduction in core funding of the youth service budget from LA.	
Protected characteristic	Potential Negative impact Please give details	Potential Neutral impact Please give details	Potential Positive Impact Please give details
Age		X	
Disability		X	
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
The youth service delivery currently available to young people in Monmouthshire	CYP Youth Service
Policy author / service lead	Name of assessor and date
Tracey Thomas	

1. What are you proposing to do?

Given the reduction the Authority is facing the Youth Service has been asked to explore new ways of working that will contribute to the budget savings of the Authority, whilst realising consistent and retained service delivery to young people in Monmouthshire. We embrace this opportunity to look at our service delivery in an innovative way. We have identified two key projects for new income generation that will offset any reduction in the core funding.

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

There should be no negative impact on the protected characteristics above as all services will remain operational.

4. Did you take any actions to mitigate your proposal? Please give details below including any consultation or engagement.

There is no proposed change to service delivery currently so no consultation or engagement carried out to date, however as part of our ethos when working with young people we consult with them regularly to ensure that current delivery is what young people require.

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..

Staff consultation and inset days to generate ideas on how our current services could be marketed to generate income and explore new areas through allowing staff to look outside our service area.

Staff skills audit undertaken to establish who would be best placed to be able to take forward the new proposals through business models whilst ensuring key projects are delivered to avoid disruption to

Signed... *G. Alhouse*Designation... Youth Service Manager.....Dated...27-10-14.....

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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The next steps

- If you have assessed the proposal/s as having a **positive impact please give full details** below

- 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:

Signed

Dated