

Gully Cleansing Provision

Date: 8th September 2020

Version: v1.0

Project Title	Gully Machine
Date (Insert Version Date)	8th September 2020
Lead Officer(s)	Judith Jones/Darren Chaffe
Project Manager	Darren Chaffe
Service Area	Neighbourhood Services - Highways

Version Control

Revision Date

Summary of Changes

Previous
Revision Date

Once you have completed the Business Case please send a copy to the relevant Board. Please note that you should have discussed the Business Case with your Chief Officer or Head of Service prior to sending it to the relevant Board.

For further advice, support and guidance please see the Project Management Framework guidance notes or email your query to project.management@merthyr.gov.uk.

Gully Cleansing Provision

Project Overview

In the sections below, please give the reasons identified for this project to take place, addressing the Corporate/Directorate Strategies (SOAPS) and what has encouraged the development of this business case? Consider what approach has taken place against the 5 Ways of Working e.g. - take an integrated approach when setting and taking steps to meet our Wellbeing Objectives; work with others in a collaborative way to find shared sustainable solutions; involve people in the decisions that affect them, reflecting the diversity of our communities. Please build on Project Concept.

The gully cleansing service is managed by the Highways service of Merthyr Tydfil County Borough Council. There are currently between 10,500 & 12,000 gullies within Merthyr Tydfil that require routine maintenance to ensure they and the drainage system function effectively. Other items that require regular cleansing are cattle grids, beany blocks, and aco drainage systems. Also the number of gullies increase every year due to new housing developments being built and adopted.

In 2018, as part of a budget efficiency saving, it was agreed at Council that the Gully Cleansing Service, would be sub-contracted out, instead of it being provided by MTCBC Highways Section. The gullies and their immediate pipe connections are cleansed and emptied as part of a bi-annual proactive maintenance programme. All gullies within the County Borough are cleansed every 2 years, which is the same frequency as when the service was carried out in-house. Unexpected drainage issues, such as, blocked gullies or pipes are identified and prioritised on a risk-based basis, works are costed and planned for repair.

Due to the adverse storms that hit Merthyr earlier in the year and the sunsequent flooding the MTCBC elected members have requested a detailed business case to be compiled to look at reintroducing the Gully Cleansing Service back in-house.

The following requirements would be needed for MTCBC To have an efficient Gully Cleansing Service in place:

1. Purchase a gully machine
2. Employ 2 FTE operatives
3. Agreed a timescale schedule of how often the gullies are cleansed, which can be done on a cyclic basis or a risk basis.

Dealing with problem issues as the gully machine normally only removes approximately 50% of blockages

4. Hire a Vactor, which is a larger specialised gully machine to investigate those problematic gully blockages. This machine can sometimes resolve blockages.
5. A camera survey's will need to be carried out on those more resistant blocked gullies to identify the problem. A solution is then put in place and the blockage will be risk assessed and prioritised and works planned within the Highways budget.

Business Need / Case for Change

The decision to review and assess the case for change has arisen following the storm in February 2020 that led to many properties being flooded, this was predominantly in the Troedyrhiw area of the County Borough. Since 2018, Merthyr Tydfil CBC ceased to have its own gully sucker and operatives. The decision was made to allow the VER of the 2 operatives and remove the vehicle from the service. Decision was made on the basis that a neighbouring authority would undertake the function under a contract.

Following the storm in February 2020 the elected members have requested for a business case for reinstating the Gully Cleansing Service back into within Merthyr CBC.

Involvement, Engagement & Communications

Involvement & Engagement

Involvement & Engagement with all stakeholders

Communication

Communicate to all relevant stakeholders

HR, Procurement and Legal Implications

To reinstate the function in-house would require:

2 additional staff members to man the gully sucker (1x grade 3 and 1 x grade 4)

currently employed staff to be trained so that the service can operate when one of the operatives are on leave or sickness

Procurement of the gully sucker, approx lead time is 8 months - there is a specification already written.

Legal implication will be termination of current contract with neighbouring authority, financial penalty which could be the remaining months of the contract and also the 1 year termination notice period

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Integrated Impact Assessment (IIA) - Summary

	Positive Impacts	Negative Impacts	Not Applicable N/A
1. Merthyr Tydfil Well-being Objectives	3 of 4	of 4	1 of 4
2. Sustainable Development Principles - How have you considered the five ways of working: <ul style="list-style-type: none"> • Long term • Prevention • Integration • Collaboration • Involvement 	of 5	of 5	of 5
3. Protected Characteristics (including Welsh Language)	of 10	of 10	10 of 10
4. Biodiversity	of 1	of 1	1 of 1

Summary:
The main positive impacts improving the surroundings of the Borough making people feel secure in their property, them knowing that MTCBC have reacted and responded to the Storm Dennis flooding.
No negative impacts have been identified as part of this business case

Data Protection Impact Assessment (DPIA) - Summary (if required)

Corporate Fit and Project Drivers

Please indicate where the project meets our Wellbeing objectives and/or service objectives.

Well-being of Future Generations (Wales) Act 2015	Y
Social Services & Well-being (Wales) Act 2014	Y
Driven by External Funding Opportunity	Y
Driven by Service Benefits / Resilience	Y
Driven by Savings Opportunities	Y
Other (please state):	

Please explain the Corporate Fit and Project Drivers below:

The project driver will be that the long term benefit of having an in-house service is that it can respond more quickly to any potential danger area, and give peace of mind to residents that the service can be more responsive. By having the service within the Council we can identify where the service needs to go, by responding reactively where blockages have been identified. The resilience to respond and undertake the service will be of benefit to the Council and residents, it will reduce the negative comments and reputation of the Council and show positive action.

Gully Cleansing Provision

Developing Options

When developing your options please consider the table below and Wellbeing Objectives. The table requires you to look at the project options for Scope, Delivery, Solution and Implementation in order to identify the optimum decision going forward.

	Option 1	Option 2	Option 3	Option 4	Option 5
<p>Scope What will be covered by the Project?</p>	<p>Remain as is subcontracted to CCBC Limited response to emergencies</p>	<p>To reinstate the service into Merthyr CBC Highways Department Purchase New Gully Machine 2 new staff members Softwear system for monitoring gullies Bayard Key Fuel Tyres Maintenance Damaged budget for waste To cleanse all highways drainage within the county borough such as; Highways Gullies Cattle Grids Aco Drains Beany Blocks</p>	<p>To reinstate the service into Merthyr CBC Highways Department New Lease Hired Gully Machine 2 new staff members Softwear system for monitoring gullies Bayard Key Fuel Tyres Maintenance Damaged budget for waste To cleanse all highways drainage within the county borough such as; Highways Gullies Cattle Grids Aco Drains Beany Blocks</p>	<p>Permanent Drainage Contractor based at Abercynon Depot 52 weeks: To cleanse all highways drainage within the county borough such as; Softwear system for monioring gullies Highways Gullies Cattle Grids Aco Drains Beany Blocks A reserve vehicle to be available when the primary vehicle is off the road for servicing or damage, maintenance etc. Response time to emergencies etc Number of gullies to be cleansed identified and monitoired</p>	<p>To reinstate the service into Merthyr CBC Highways Department Purchase Second Hand Gully Machine 2 new staff members Softwear system for monitoring gullies Bayard Key Fuel Tyres Maintenance Damaged budget for waste To cleanse all highways drainage within the county borough such as; Highways Gullies Cattle Grids Aco Drains Beany Blocks</p>
<p>Delivery Who will be responsible for providing it?</p>	Darren Chaffe	Darren Chaffe	Darren Chaffe	Darren Chaffe	Darren Chaffe
<p>Solution How will it be provided?</p>	Sub Contracted	In-house	In-house	The contractor will be subject to contract management.	In-house
<p>Implementation When will it be delivered?</p>	ongoing	8 to 12 months due to the lead on procuring a gully machine, and also the recruitment of 2 additional staff members	8 to 12 months due to the lead on procuring a gully machine, and also the recruitment of 2 additional staff members	As soon as contract is agreed	Lead tme on procuring a gully machine will depend on what is available from the auctions Rcruitment of 2 additional staff members with relevant training

Gully Cleansing Provision

Benefits & Consequences

The table below lists the Benefits and Consequences for each option.

Option	Description	Benefits (Advantages)	Consequences (Disadvantages)
<p>Option 1 - (Remain As Is)</p>	<p>Remain as is</p>	<p>ongoing routine cyclic Staff replaced at no cost for holidays and sickness no damage costs No fuel cost No tyre Cost only extra over costs for waste</p>	<p>Not full control of CCBC Potential reputational damage should the alternative supplier not meet the standards The provider may not be as responsive as the inhouse provision</p>
<p>Option 2 - In-house New Gully Machine (purchase)</p>	<p>Buy new Gully Machine 2 new staff members Bayard Key Fuel Tyres Maintenance Damaged budget for waste To cleanse all highways drainage within the county borough such as; Highways Gullies Cattle Grids Aco Drains Beany Blocks</p>	<p>Total control over in-house team Service can be responsive upskilled current staff to provide cover residents will have peace of mind that the gullies are being cleansed</p>	<p>Staff to be available to cover sickness and leave however this will cause other operational issues as another gang will have to step down. eg. pothole & patching. Cost of training current staff Potential lack of available persons within the labour and skills market for qualified staff Ongoing revenue cost of lease, and maintenance of gully sucker Loss of 2 drivers for 2 days when vehicle has to go to garage for routine servicing Increase in waste cost for disposal if machine operational 5 days per week.</p>
<p>Option 3 - In-house Gully Machine (Lease)</p>	<p>New Lease Hired Gully Machine 2 new staff members Bayard Key Fuel Tyres Maintenance Damaged budget for waste To cleanse all highways drainage within the county borough such as; Highways Gullies Cattle Grids Aco Drains Beany Blocks</p>	<p>Total control over in-house team Service can be responsive upskilled current staff to provide cover residents will have peace of mind that the gullies are being cleansed</p>	<p>Staff to be available to cover sickness and leave however this will cause other operational issues as another gang will have to step down. eg. pothole & patching. Cost of training current staff Potential lack of available persons within the labour and skills market for qualified staff Ongoing revenue cost of lease, and maintenance of gully sucker Loss of 2 drivers for 2 days when vehicle has to go to garage for routine servicing Increase in waste cost for disposal if machine operational 5 days per week.</p>
<p>Option 4 - Sub Contracted working as part of</p>	<p>Permanent Drainage Contractor based at Abercynon Depot 52 weeks: To cleanse all highways drainage within the county borough such as; Highways Gullies Cattle Grids Aco Drains Beany Blocks</p>	<p>Total Control of Sub Contractor Team Staff replaced at no cost for holidays and sickness No damage costs No fuel cost No tyre Cost Only extra over costs for waste Contractor to provide substitute vehicle if primary vehicle unavailable Onus on contractor</p>	<p>NA</p>
<p>Option 2 - In-house Second Hand Gully Machine</p>	<p>Buy Second Hand Gully Machine 2 new staff members Bayard Key Fuel Tyres Maintenance Damaged budget for waste To cleanse all highways drainage within the county borough such as; Highways Gullies Cattle Grids Aco Drains Beany Blocks</p>	<p>Total control over in-house team Service can be responsive upskilled current staff to provide cover residents will have peace of mind that the gullies are being cleansed</p>	<p>Staff to be available to cover sickness and leave however this will cause other operational issues as another gang will have to step down. eg. pothole & patching. Cost of training current staff Potential lack of available persons within the labour and skills market for qualified staff Extra cost for maintenance of gully machine due to its age Loss of 2 drivers for 2 days when vehicle has to go to garage for routine servicing Increase in waste cost for disposal if machine operational 5 days per week.</p>

SWOT Analysis - Gully Cleansing Provision

Option 1 - (Remain As Is)

Strengths	Weaknesses
Continuing Cyclic Work	pre planned work
No Staff or training costs	Potential reputational damage should the alternative supplier not meet the standards
No Bayard key costs	The provider may not be as responsive as the inhouse provision
No Vehicle damage cost	
No Fuel Costs	
Opportunities	Threats
	lack of first call on the machine

Option 2 - In-house New Gully Mac

Strengths
Full ownership of service
Increase reputation positively
Residents of recently affected area visible service
Opportunities
Look for external works - potential income
In cab Software system to collect gully data information; e.g. KOREC - Kgully
Training opportunity to upskill staff

Option 3 - In-house Gully Machine (Lease)

Strengths	Weaknesses
Machine based inhouse	Cost of in cab Software system to collect gully data information
No cost - vehicle -damage-fuel -tyres-maintenance	
No staff cover	
No training cost	
Specalist operatives	
Opportunities	Threats
Look for external works - potential income	That a further storm like Dennis will still cause flooding even if the business case is approved
In cab Software system to collect gully data information; e.g. KOREC - Kgully	
Training opportunity to upskill staff	

Option 4 - Sub Contracted working

Strengths
Full ownership of service
Increase reputation positively
Residents of recently affected area visiable service
Opportunities
In cab Software system to collect gully data information; e.g. KOREC - Kgully

Option 5 In-house Second Hand Gully Machine (Purchase)

Strengths	Weaknesses
Full ownership of service	Requirement for increased revenue budget for - staff, Maintenance, Tyres etc.. Increase waste cost
Increase reputation positively	Small team Staff to be available to cover sickness and leave however this will cause other operational issues as another gang will have to step down. eg. pothole & patching.
Residents of recently affected area visible service	Limited finance to train staff
	Cost of in cab Software system to collect gully data information
	Procuring of Gully Machine
Opportunities	Threats
Look for external works - potential income	That a further storm like Dennis will still cause flooding even if the business case is approved
In cab Software system to collect gully data information; e.g. KOREC - Kgully	
Training opportunity to upskill staff	

Machine (purchase)

Weaknesses

Requirement for increased revenue budget for - staff, Maintenance, Tyres etc..

Increase waste cost

Small team Staff to be available to cover sickness and leave however this will cause other operational issues as another gang

Limited finance to train staff

Cost of in cab Software system to collect

Procuring of Gully Machine

Threats

That a further storm like Dennis will still cause flooding even if the business case is approved

as part of the operational team

Weaknesses
Requirement for increased revenue budget for - staff, Maintenance, Tyres etc..
Increase waste cost
Small team Staff to be available to cover sickness and leave however this will cause other operational issues as another gang will have to step down. eg. pothole & patching.
Limited finance to train staff
Cost of in cab Software system to collect gully data information
Procuring of Gully Machine
Threats

**Well-being of Future Generations (Wales) Act 2015 Integrated Impact Assessment
(includes Equalities, Welsh Language, Sustainability and Biodiversity)**

Before completing the Impact Assessment PLEASE REFER TO THE CORRESPONDING GUIDANCE DOCUMENT which provides essential background information.

An Integrated Impact Assessment MUST be completed for:

- 1. Any project (i.e. something that has a start and end date and is different from day to day business).*
- 2. Where you are implementing significant change e.g. service provision.*
- 3. For any Council / Cabinet report that is not part of an above mentioned project or significant change.*

Title of Project / Report:	Gully Cleansing Provision
Officer completing Impact Assessment:	Darren Chaffe
Lead Officer/Project Manager:	Judith Jones/ Darren Chaffe
Service:	Neighbourhood Services - Highways
Impact Assessment completion date:	

Please give a brief description of the aims of the proposal:

To have an effective gully cleansing service for MTCBC there needs to be a;

1. An agreed schedule of how often the gullies are cleansed. This can be done on a cyclic basis or a risk basis.
2. When gullies are cleansed they also identify a number of blocked gullies. The gully machine get about half of the gullies they identified working.
3. For the gullies that they are unable to get to work an investigation is carried out with a vactor (a larger gully machine) this will again get a number of blocked gullies working.
4. As for the gullies that are left the blocked gullies require a camera survey to identify the problem and also a solution.
5. The blockage is then risk assessed and prioritised and works planned within the highways budget.

The Gully emptying service fits with the following Wellbeing Goals – A Prosperous Wales, A Healthier Wales, A Globally Responsible Wa

1. Well-being Objectives

Does your proposal help to deliver any of the Council's Well-being Objectives identified below?

Well Being Objective	Does your proposal have a positive or negative impact on the Council's Well-being Objectives? Please place an X in the relevant box			Why have you come to this decision? Please provide an explanation	What actions have been/will be taken to better contribute to positive impacts and/or mitigate any negative impacts?
	Positive	Negative	N/A		
<p>Best Start to Life Children and young people get the best start to life and are equipped with the skills they need to be successful learners and confident individuals</p>			x	The service does not impact on the education of children	
<p>Working Life People feel supported to develop the skills required to meet the needs of businesses with a developing, safe infrastructure making Merthyr Tydfil an attractive destination.</p>	x			Highways have trained Parks, Cleansing, Cemeteries and Waste Departments drivers to utilise them for precautionary gritting and white-out weather. Highways also share plant with other services, for example, JCB's with cemeteries when graves need to be excavated or using the Hiab lorry when fly tipping needs to be picked up. In addition, Highways uses the Parks Department to cut back and remove any dangerous trees that impinge on the highways. All Neighbourhood Service drivers have been trained to drive waste and recycling vehicles, which provides them extra capacity for when they are short of drivers. Shared services and joint working has helped to align resources across all areas, to provide efficient services, and to meet Corporate objectives. There will be the increased infrastructure in the roads will be passable, the large puddles will be removed from kerbside allowing pedestrians to walk safely without the risk of being soaked by passing vehicles.	
<p>Environmental Well-being Communities protect, enhance and promote our environment and countryside.</p>	x			Enhanced environment as gullies will be cleaner, the roads will drain more efficiently, the blockages will be removed, reduce any negative reputation, increase visitors into the countryside	
<p>Living Well People are empowered to live independently within their communities, where they feel safe and enjoy good physical and mental health.</p>	x			By cleansing the gullies this will lead to improved drainage and reduce the puddles on the road, and walkways. This will allow individuals to enjoy their surroundings.	

Sources of evidence to support the above:

Training records

2. Sustainable Development Principles (The Five Ways of Working)

Does your proposal demonstrate you have met the sustainable development principle (five ways of working)?

Five Ways of Working	How does your proposal demonstrate you have met the five ways of working?	Are there any additional actions to be taken to better contribute to the five ways of working and/or mitigate any negative impacts?
Long Term - Thinking and planning for the long term.	The option of having an in-house provider to carry out the service will provide the Council with the long term benefit of planning the service and agreeing the outcomes	long term MTCBC will have the service at its disposal the reaction and response times can be minimised, providing peace of mind and a visible service to the residents recently affected
Prevention - Preventing problems before they happen.	Total control of over inhouse helping to prevent problems before they occur	By having the service MTCBC can identify potential issues before they arise, preventing unnecessary flooding or other rain/storm damage
Integration - Integrating with other strategies.	Intergrating with the departments SOAP's	
Collaboration - Collaborating with others.	Collaborate and communicate to all stakeholders, to have the discussion regarding areas where events could occur, work with the engineers and companies that are undertaking the work	
Involvement - Involving people and communities.	Involve and communicate to all stakeholders	involvement of elected members and residents will provide the dialogue for discussion on areas on the Borough where people feel the potential for flooding etc could occur
Sources of evidence to support the above:		

3. Protected Characteristics (including Welsh Language)

Does your proposal directly impact on service users, employees and/or the wider community, including the nine protected characteristic groups and Welsh language as identified below?

Protected Characteristics	Does your proposal have a positive or negative impact on service users, employees and/or the wider community, including the nine protected characteristic groups and Welsh language? Please place an X in the relevant box			Why have you come to this decision? Please provide an explanation	What actions have been/will be taken to better contribute to positive impacts and/or mitigate any negative impacts?
	Positive	Negative	N/A		
Age			N/A		
Disability			N/A		
Gender Reassignment			N/A		
Marriage and Civil Partnership			N/A		
Pregnancy and Maternity			N/A		
Race			N/A		
Religion or Belief			N/A		
Sex (Gender)			N/A		
Sexual Orientation			N/A		
Welsh Language			N/A		

Sources of evidence to support the above:

N/A

4. Biodiversity

Does your proposal directly impact on Biodiversity?

Biodiversity	Does your proposal have a positive or negative impact on Biodiversity? Please place an X in the relevant box			Why have you come to this decision? Please provide an explanation	What actions have been/will be taken to better contribute to positive impacts and/or mitigate any negative impacts?
	Positive	Negative	N/A		
Maintain and enhance biodiversity and ecosystem resilience			X		

Sources of evidence to support the above:

N/A

5. Summary

As a result of completing this Impact Assessment, what are the main positive and negative impacts of your proposal? This section should then be included in the related Council/Cabinet report.

Please see the example provided in the **guidance document**.

	Positive Impacts	Negative Impacts	Not Applicable N/A
1. Merthyr Tydfil Well-being Objectives	3 of 4	of 4	1 of 4
2. Sustainable Development Principles - How have you considered the five ways of working: <ul style="list-style-type: none"> • Long term • Prevention • Integration • Collaboration • Involvement 	of 5	of 5	of 5
3. Protected Characteristics (including Welsh Language)	of 10	of 10	10 of 10
4. Biodiversity	of 1	of 1	1 of 1

Summary:

The main positive impacts improving the surroundings of the Borough making people feel secure in their property, them knowing that MTCBC have reacted and responded to the Storm Dennis flooding.

No negative impacts have been identified

6. Actions

Based on the summary of your positive and negative impacts, identified in Section 5 above, will you need to make changes to your proposal to better contribute to positive impacts and/or mitigate any negative impacts? Please identify any further actions you will need to undertake to better contribute to positive impacts and/or mitigate any negative impacts.

What are you going to do	Estimated completion date	Who will be responsible?	Timelines/Milestones e.g. 6 months/over a year, etc.	Progress

7. Version Control

The Impact Assessment should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. Please use the table below to keep a record of this process so that we can demonstrate how we have considered and built in the five ways of working where possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration

8. Sign off section

Approved by:	
Job Title:	
Approval Date:	

Gully Cleansing Provision

- Objectives and Critical Success Factors

The tables below identifies whether each option will meet the project objectives, critical success factors, wellbeing objectives and project outcomes. Each option has then been scored to identify the number of objectives and critical success factors the option meets. The objectives and outcomes will need to be SMART (Specific; Measurable; Achievable; Realistic; Time-bound).

Project Objective	Please state objective (SMART) below:	Option 1 - (Remain As Is)	Option 2 - In-house New Gully Machine (purchase)	Option 3 - In-house Gully Machine (Lease)	Option 4 - Sub Contracted working as part of the operational team 52weeks
Project Objective 1					
Project Objective 2					
Project Objective 3					
Project Objective 4					
Project Objective 5					
Outcomes	Please describe the outcomes below (these should include the criteria for success. i.e. <i>what will you see?</i>):	Option 1 - (Remain As Is)	Option 2 - In-house New Gully	Option 3 - In-house Gully	Option 4 - Sub Contracted
Outcome 1					
Outcome 2					
Outcome 3					
Outcome 4					
Outcome 5					

Critical Success Factors	Description	Option 1 - (Remain As Is)	Option 2 - In-house New Gully	Option 3 - In-house Gully	Option 4 - Sub Contracted
Long term - Rational	The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs	Y	YY	YY	Y
Preventative	How acting to prevent problems occurring or getting worse may help public bodies meet their objectives	YY	YY	YY	YY
Integration	Considering how the public body's well-being objectives may impact upon each of the Wellbeing goals, on their other objectives, or on the objectives of other public bodies	?	?	?	?

Involvement	The importance of involving people with an interest in achieving the Wellbeing goals, and ensuring that those people reflect the diversity of the area which the body serves	y	y	y	y
Collaboration	Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its Wellbeing	y	y	y	y
Attractive	To the community	y	y	y	y
Attractive	To MTCBC	?	y	y	?
Achievable	MTCBC has the ability, skills and capacity to deliver the option within project constraints	y	n	n	y
Achievable	There will be minimal service disruption to the service(s) at MTCBC	y	y	y	y
Commercial	The option will generate a competitive market of suppliers with the capacity and capability to deliver	?	?	?	y
Affordable	The project will deliver value for money	y	?	?	?
Affordable	The development and on-going operational costs of the option can be met	y	?	?	y
Sub total Score		10	8	8	10

Wellbeing Objectives	Components	Option 1 - (Remain As Is)	Option 2 - In-house New Gully Machine (purchase)	Option 3 - In-house Gully Machine (Lease)	Option 4 - Sub Contracted working as part of the operational team 52weeks
Best start in life <i>Children get the best start in life</i>	<ul style="list-style-type: none"> Children having a nurturing and stimulating home environment Children having access to high quality pre-school and school education Helping mothers to have good maternal health Helping parents and carers with literacy and numeracy to enhance their ability to support their children's learning 	n	n	n	n
Best start in life <i>Children and young people are equipped with the skills they need to be successful learners and confident individuals</i>	<ul style="list-style-type: none"> Schools equipping pupils with high levels of literacy, numeracy and ICT skills Schools equipping pupils with social and emotional skills Schools supporting physical activity of pupils Youth services involving young people and enhancing their knowledge and skills 	n	n	n	n

Working life <i>Making skills work for Merthyr Tydfil: Developing the workforce of the future</i>	<ul style="list-style-type: none"> • People having employment opportunities • People having the basic skills to access learning and training programmes • People having the skills and qualifications that are suitable for employers' changing needs 	n	y	y	?
Working life <i>Developing the environment and infrastructure for business to flourish</i>	<ul style="list-style-type: none"> • People having access to flexible, integrated and sustainable transport options • Parents and carers having flexible childcare options • Suitable previously developed land that delivers a diverse supply of housing • Promoting and supporting the use of renewable and low carbon energy • Strengthening and diversifying the town and rural economies 	n	n	n	n
Environmental Wellbeing <i>Communities protect, enhance and promote our natural environment and countryside</i>	<ul style="list-style-type: none"> • Integration of landscape protection, management and planning • Minimise environmental damage through prevention of pollution • Maximise efficient use of materials and resources by means of the waste hierarchy • Developing good quality and connected green infrastructure and open spaces 	n	n	n	n
Environmental Wellbeing <i>Communities protect, develop and promote our heritage and cultural assets</i>	<ul style="list-style-type: none"> • Supporting existing community facilities and community led developments • Supporting suitable tourism, leisure and recreation developments • Promoting cultural and social activities within our communities • Promoting the use of the Welsh language 	y	y	y	y
Living Well	• Safeguarding vulnerable children and adults who are at risk of harm	n	n	n	n
Living Well	<ul style="list-style-type: none"> • Promoting healthy behaviours from a young age • Tackling adverse childhood experiences 	n	n	n	n
Living Well	• Clearly and accessibly communicate sources of advice, assistance and support	n	n	n	n
Sub total Score		-7	-5	-5	-6

Key	Definition	Score
YY	Yes, definitely	2
Y	Yes, more than likely	1
?	Maybe	0
N	No, probably not	-1

RISK MANAGEMENT GUIDANCE

In order to identify risks the checklist below must be used. This is designed to ensure that as far as possible all potential risks are identified that could impact on:

- Delivering the Council's Well-being Objectives and wider Council priorities.
- The well-being of our communities and future generations.
- The organisation.

The checklist is based on the widely used PESTLE model (Political, Economic, Social, Technological, Legal and Environmental). This will help to ensure that all potential categories of risk are considered in a structured way rather than just the initial risks that come to mind.

The Checklist will also help to develop plans to manage the risks where consideration must be given to the five ways of working (the Sustainable Development Principle), which are:

- **Long Term** - Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.
- **Integration** - Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.
- **Involvement** - Involving a diversity of the population in the decisions that affect them.
- **Collaboration** - Working with others in a collaborative way to find shared sustainable solutions.
- **Prevention** - Understanding the root causes of issues to prevent them from occurring.

MEASURES OF IMPACT

RISK CATEGORY CHECKLIST	
1.	<p>POLITICAL</p> <ul style="list-style-type: none"> • Failing to set a balanced budget. • Failing to deliver: <ul style="list-style-type: none"> o UK, Welsh Government and/or Local Government Policy. o The administration's manifesto commitments. o The Council's Well-being Objectives. o The Council's aspirations: Top performing, Sustainable and Reputation. o Projects on time, to cost and to the right quality. • Failing to properly communicate with the community, stakeholders, customers and employees the appropriate and timely information relating to projects. • Failing to properly engage and consult with the community, stakeholders, customers and employees. • Failing to protect and maintain the organisation's reputation. • The public perception of the organisation's efficiency and effectiveness. • Sustainability of projects. • BREXIT
2.	<p>ECONOMIC</p> <ul style="list-style-type: none"> • Economic risks that could impact on the well-being of our communities and future generations. • Financial planning and being able to make adequate savings in order to set a balanced budget, meet financial challenges and manage increasing pressures on public spending. • The organisation's ability to meet its financial commitments (financial sustainability). • The risks relating to project overspends and sufficient finance to deliver proposed projects, internal budgetary pressures, adequate financial controls, the failure to purchase adequate insurance cover/inability to obtain insurance cover, external macro level economic changes, consequences of proposed investment decisions. • Handover / legacy of projects e.g. maintenance and repairs. • Risk of fraud and corruption. • Quality of the outcomes/outputs from a project. • Competitiveness of the service (in terms of cost and/or quality) and/or its ability to deliver value for money. • Failure of contractors to deliver services or products to the agreed cost and specification. • In relation to procurement, consideration of, for example, discontinuity in the supply of essential goods or services, supplier relationships, misaligned procurement outcomes and negative impact on reputation in the marketplace
3.	<p>SOCIAL (INCLUDING CULTURAL)</p> <ul style="list-style-type: none"> • Social and cultural risks that could impact on the well-being of our communities and future generations. • Effects of changes in demographic, residential and/or socio-economic trends. • Failing to meet the current and changing needs and expectations of customers and citizens. • Capacity, recruitment and retention, health, safety and welfare of people, sickness rates and personal development. • Consideration of risks in relation to tourism, culture, heritage, arts, sport and historic environment. • Impact on the Welsh Language (we have to treat English and Welsh languages on the basis of equality). • Impacts on the 9 Protected Characteristics (Race; Sex; Disability; Age; Religion or Belief; Sexual Orientation; Gender Reassignment; Marriage and Civil Partnership; Pregnancy and Maternity)
4.	<p>TECHNOLOGICAL</p> <ul style="list-style-type: none"> • Risk of cyber-attacks (consider 10 Steps to Cyber Security e.g. user education and awareness; secure configuration; network security; etc). • Capacity of the organisation to deal with the pace/scale of technological change and/or its ability to use technology to address changing demands. • Consequences of technology failures. • Failure and/or unavailability of hardware/software. • Failing to ensure that Data Privacy Impact Assessments are completed. • ICT/Information Security Incidents.

Impact Score	Description	Example Detail Description
5	Catastrophic	Failure to provide an adequate mandatory service, resulting in the Council becoming a failing Authority leading to potential intervention; or resulting in a death
4	Critical	<p>Significant negative impact on the well-being of our communities and future generations</p> <p>Failure to provide an adequate mandatory service/poor mandatory service performance</p> <p>Permanent injuries; long term sickness for a number of individuals</p> <p>Failure to deliver the Council's Well-being Objectives</p> <p>Failure to address the Council's Corporate Risks</p> <p>Emergency service disruption 1+ day, or mandatory service disruption 5+ days</p> <p>Significant adverse national publicity</p> <p>Litigation almost certain and difficult to defend</p> <p>Financial loss/overspend in excess of £250,000</p> <p>Breaches of law punishable by imprisonment</p> <p>Long term major public health/environmental incident (1 year +)</p>
3	High	<p>Moderate negative impact on the well-being of our communities and future generations</p> <p>Significant reduction in mandatory service/Unsatisfactory mandatory service performance</p> <p>Failure to provide an adequate discretionary service/poor discretionary service performance</p> <p>Permanent injuries; long term sickness for an individual</p> <p>Mandatory service disruption 3-5 days, or discretionary service disruption 5+ days</p> <p>Adverse national publicity or significant adverse local publicity</p> <p>Litigation to be expected</p> <p>Financial loss/overspend between £50,000 and £250,000</p> <p>Breaches of law punishable by fines only</p> <p>Medium term major public health/environmental incident (months up to 1 year)</p>
2	Medium	<p>Minor negative impact on the well-being of our communities and future generations</p> <p>Marginal reduction in mandatory service/satisfactory mandatory service performance</p> <p>Significant reduction in discretionary service/unsatisfactory discretionary service performance</p> <p>Medical treatment required – long term injury</p> <p>Mandatory service disruption 1-2 days, or discretionary service disruption 3-5 days</p> <p>Minor adverse local publicity</p> <p>High potential for complaint, litigation possible</p> <p>Financial loss/overspend under £50,000</p> <p>Breaches of regulations/standards</p> <p>Short term public health/environmental incident (weeks)</p>

RISK CATEGORY CHECKLIST	
5.	<p>LEGAL</p> <ul style="list-style-type: none"> Changes/new legislation and regulations e.g. Enactment of significant legislation which materially impacts the way that the Council operates. Breaches of legislation and/or regulations. Legal challenge/judicial review. Corporate governance failure(s). Risks associated with the particular nature of each profession e.g. social service concerns over children at risk, failure to meet professional requirements such as accounting, legal or educational standards, etc. In relation to partnerships, consideration of, for example, the impact of working with private and/or public sector organisations, accountability frameworks and partnership boundaries, large-scale projects with joint ventures, outsourced services, relationship management, change control/exit strategies, business continuity and contractual liabilities.
6.	<p>ENVIRONMENTAL</p> <ul style="list-style-type: none"> Environmental risks that could impact on the well-being of our communities and future generations. Fire, security, accident prevention, health and safety, business continuity and disaster recovery e.g. hazards/risks associated with buildings, vehicles, plant and equipment, etc. Terrorism/disasters/emergencies/incidents. Climate change. Environmental consequences of progressing or not progressing a project e.g. in terms of energy efficiency, pollution, recycling, landfill requirements, emissions, etc. Pollution, noise and/or energy efficiency of ongoing service operation.

MEASURES OF IMPACT		
Impact Score	Description	Example Detail Description
1	Low	<p>No impact on the well-being of our communities and future generations No reduction in mandatory service/good mandatory service performance Marginal reduction in discretionary service/satisfactory discretionary service performance No injuries beyond "first aid" level No significant disruption to mandatory service, or discretionary service disruption 1-2 days Unlikely to cause any adverse publicity Unlikely to cause complaint/litigation Breaches of local procedures/standards Environmental incident with no lasting detrimental effect e.g. noise, fumes</p>

Risk Matrix							
Impact	Catastrophic	5	5	10	15	20	25
	Critical	4	4	8	12	16	20
	High	3	3	6	9	12	15
	Medium	2	2	4	6	8	10
	Low	1	1	2	3	4	5
			1	2	3	4	5
			Very Low Rare	Unlikely	Possible	Probable	Certain/Almost certain
Likelihood							

MEASURES OF LIKELIHOOD			
Likelihood score	Description	Probability of occurring	Example Detail Description
5	Certain/ Almost Certain	90% - 100%	Certain to occur/ Almost certain to occur
4	Probable	60% - 90%	Very likely but not certain to occur
3	Possible	40% - 60%	May or may not occur
2	Unlikely	10% - 40%	unlikely to occur
1	Very Low/ Rare	0% - 10%	Very unlikely to occur but not impossible

Colour/Score	20-25	12-16	8-10	4-6	1-3
Risk	Catatrophic	Critical	High	Medium	Low

Gully Machine

- Financial Case

to buy (useful life 6 years)

to lease

	Option 1 - (Remain As Is)					Option 2 -					Option 3 -					Option 4 -				
	2019/20	2020/21	2021/22	2022/23	Total	2019/20	2020/21	2021/22	2022/23	Total	2019/20	2020/21	2021/22	2022/23	Total	2019/20	2020/21	2021/22	2022/23	Total
Capital Cost (£)																				
Capital Cost					0			150000		150000					0					0
Capital Grant					0					0					0					0
Net Capital Spend	0	0	0	0	0	0	0	150000	0	150000	0	0	0	0	0	0	0	0	0	0
Revenue Costs (£)																				
Staff costs																				
Post 1 - @ grade 3					0	n/a	n/a	30,505		30,505	n/a	n/a	30,505		30,505					0
Post 2 - @ grade 4					0	n/a	n/a	35,246		35,246	n/a	n/a	35,246		35,246					0
Post 3					0					0					0					0
stand-by					0			320		320			320		320					0
call out					0			1,036		1,036			1,036		1,036					0
Total Staff cost (£)	0	0	0	0	0	0	0	67,107	0	67,107	0	0	67,107	0	67,107	0	0	0	0	0
Premise Costs					0			0		0			0		0					0
Transport Costs					0			17,343		17,343			44,343		44,343					0
Supplies & Services			57839		57839			115,005		115,005			115,005		115,005			278,990		278,990
Annual cost of Capital					0			29,215		29,215					0					0
Total Revenue Costs (£)	0	0	57839	0	57839	0	0	228,670	0	228,670	0	0	226,455	0	226,455	0	0	278,990	0	278,990
Income (£)																				
Fees and Charges					0					0					0					0
Grant income					0					0					0					0
Total Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Reveune Surplus/(Deficit)	0	0	-57839	0	-57839	0	0	-228670	0	-228670	0	0	-226455	0	-226455	0	0	-278990	0	-278990
Cumulative Net Reveune Surplus/(Deficit)	0	0	-57839	-57839	-57839	0	0	-228670	-228670	-228670	0	0	-226455	-226455	-226455	0	0	-278990	-278990	-278990

Assumptions

Gully Cleansing Provision

- Summary and Rationale

		<i>Option 1 - (Remain As Is)</i>	<i>Option 2 - In-house New Gully Machine (purchase)</i>	<i>Option 3 - In-house Gully Machine (Lease)</i>	<i>Option 4 - Sub Contracted working as part of the operational team 52weeks</i>
Modal risk score		0	0	0	0
Maximum risk score		6	16	16	9
Minimum risk score		0	0	0	0
Net Capital Spend	2019/20	0	0	0	0
	2020/21	0	0	0	0
	2021/22	0	150,000	0	0
	2022/23	0	0	0	0
	TOTAL	0	150,000	0	0
Total Revenue Costs (£)	2019/20	0	0	0	0
	2020/21	0	0	0	0
	2021/22	57,839	228,670	226,455	278,990
	2022/23	0	0	0	0
	TOTAL	57,839	228,670	226,455	278,990
Total Income	2019/20	0	0	0	0
	2020/21	0	0	0	0
	2021/22	0	0	0	0
	2022/23	0	0	0	0
	TOTAL	0	0	0	0
Total Revenue Costs (£)	2019/20	0	0	0	0
	2020/21	0	0	0	0
	2021/22	-57,839	-228,670	-226,455	-278,990
	2022/23	0	0	0	0
	TOTAL	-57,839	-228,670	-226,455	-278,990
Cumulative Net Reveune Surplus/(Deficit)	2019/20	0	0	0	0
	2020/21	0	0	0	0
	2021/22	-57,839	-228,670	-226,455	-278,990
	2022/23	-57,839	-228,670	-226,455	-278,990
	TOTAL	-57,839	-228,670	-226,455	-278,990
Project Objectives/Critical Success Factors/Wellbeing Objectives		3	3	3	4
<i>Rationale</i>		<i>Shortlist</i>	<i>Shortlist</i>	<i>Shortlist</i>	<i>Shortlist</i>