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Tuesday, 14 January 2020

Notice of meeting

North Monmouthshire Area Committee

Wednesday, 22nd January, 2020 at 1.00 pm

Goytre Village Hall and Social Club, Newtown Road, Penperlleni,
Pontypool, NP4 0AW.

AGENDA

Item No	Item	Pages
1.	Apologies for Absence.	
2.	Declarations of Interest.	
3.	Public Open Forum.	
4.	Children's Mental Health (Iceberg Programme) - Presentation by Emily Warren of the Transformation Team, Aneurin Bevan University Health Board.	
5.	Consultation on Monmouthshire County Council's draft Budget proposals 2020/21 (reports to Cabinet dated 20th December 2019 attached):	
5.1.	Draft Capital Budget Proposals 2020/21 to 2023/24.	1 - 24
5.2.	Draft Revenue Budget Proposals 2020/21.	25 - 276
6.	Progress report by Team Abergavenny.	277 - 278
7.	Update by County Councillor S. Woodhouse regarding progress in respect of the Strategic Transport Group.	
8.	Update by North Monmouthshire Liaison Committee.	279 - 280
9.	To confirm and sign the minutes of the previous meeting.	281 - 288

10.	For information:	
10.1.	Monmouthshire Scrutiny Work Programme.	289 - 298
10.2.	Forward Planner for Cabinet and Council Business.	299 - 314
11.	North Monmouthshire Area Committee Work Programme.	315 - 316
12.	Next Meeting: 25th March 2020 at 1.00pm.	

Paul Matthews

Chief Executive

MONMOUTHSHIRE COUNTY COUNCIL
CYNGOR SIR FYNWY

THE CONSTITUTION OF THE COMMITTEE IS AS FOLLOWS:

County Councillors:	M. Groucutt
	R. Harris
	G. Howard
	S. Howarth
	D. Jones
	S.B. Jones
	S. Jones
	P. Jordan
	M. Lane
	M. Powell
	J. Pratt
	T. Thomas
	K. Williams
	S. Woodhouse

Town / Community Council representatives:

Abergavenny Town Council	-	Councillor T. Konieczny
Crucorney Community Council	-	Vacancy
Goetre Fawr Community Council	-	Councillor O. Dodd
Grosmont Community Council	-	Vacancy
Llanarth Community Council	-	Vacancy
Llanelly Community Council	-	Councillor G. Nelmes
Llanfoist Fawr Community Council	-	Councillor J. Webster
Llanover Community Council	-	Councillor G. Thomas
Llantilio Pertholey Community Council	-	Councillor M. Skinner

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Welsh Language

The Council welcomes contributions from members of the public through the medium of Welsh or English. We respectfully ask that you provide us with adequate notice to accommodate your needs.

Aims and Values of Monmouthshire County Council

Our purpose

Building Sustainable and Resilient Communities

Objectives we are working towards

- Giving people the best possible start in life
- A thriving and connected county
- Maximise the Potential of the natural and built environment
- Lifelong well-being
- A future focused council

Our Values

Openness. We are open and honest. People have the chance to get involved in decisions that affect them, tell us what matters and do things for themselves/their communities. If we cannot do something to help, we'll say so; if it will take a while to get the answer we'll explain why; if we can't answer immediately we'll try to connect you to the people who can help – building trust and engagement is a key foundation.

Fairness. We provide fair chances, to help people and communities thrive. If something does not seem fair, we will listen and help explain why. We will always try to treat everyone fairly and consistently. We cannot always make everyone happy, but will commit to listening and explaining why we did what we did.

Flexibility. We will continue to change and be flexible to enable delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

Teamwork. We will work with you and our partners to support and inspire everyone to get involved so we can achieve great things together. We don't see ourselves as the 'fixers' or problem-solvers, but we will make the best of the ideas, assets and resources available to make sure we do the things that most positively impact our people and places.

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AGENDA ITEM TBC

SUBJECT: DRAFT CAPITAL BUDGET PROPOSALS 2020/21 TO 2023/24

MEETING: Cabinet

DATE: 20th December 2019

DIVISION/WARDS AFFECTED: Countywide

1. PURPOSE:

- 1.1 To outline the proposed capital budget for 2020/21 and the indicative capital budgets for the three years 2021/22 to 2023/24.

2. RECOMMENDATIONS:

- 2.1 That Cabinet reviews whether proposals within the draft 2020/21 capital budget are reasonable in light of traditional liability levels identified in Appendix 1
- 2.2 That Cabinet reaffirms the principle that outside of the annual budget consideration that new schemes can only be added to the programme if the business case demonstrates that either:
- they are self-financing
 - or
 - the scheme is deemed a higher priority (utilizing the priority matrix in the Capital Strategy) than a current schemes in the programme and displaces it.
- 2.3 That Cabinet notes the forecast capital receipt activity, and the prudence not to anticipate further significant additional receipts over this next 4 year window, until the uncertainties identified in para 4.4 have been resolved.
- 2.4 That Cabinet specifically approves the use of capital receipts totalling £1.416m in respect of utilizing a capitalization directive.
- 2.5 That Cabinet considers and re-affirms its agreement to the prudential indicators supplied in Appendix 6 and its interpretation in section 4 of the report.
- 2.6 Subject to any changes volunteered above, that Cabinet issues its draft capital budget proposals for 2020/21 to 2023/24 for consultation purposes as set out and referred to in Appendix 2.

3. KEY ISSUES:

Capital MTFP Preparation Considerations

- 3.1 The four year capital programme is reviewed annually and updated to take account of any new information that is relevant.

- 3.2 The Council's Tranche A Future schools programme is coming to a successful conclusion. Officers are working through options in relation to a future Welsh Government tranche B programme. Costs of proposals are still being established with the intention of deriving WG approval in June 2020.
- 3.3 A new requirement was placed upon Councils during 2018-19 to prepare a more explicit capital strategy that better reconciles resourcing with affordability. This will increasingly form the Council's capital budget deliberations going forward. Notwithstanding this there will still remain a considerable number of pressures that sit outside of any potential to fund them within the Capital MTFP, as indicated in Appendix 1, and this has significant risk associated with it. Cabinet have previously accepted this risk.
- 3.4 In summary the following other issues and pressures have been identified:
- Long list of back log pressures – infrastructure, property, DDA work, Public rights of way, as outlined in Appendix 1. None of these pressures are included in the current capital MTFP, but this carries with it varying degrees of risk. These pressures are undergoing further review and risks are being assessed to determine whether there needs to be any further capital budget provision afforded to mitigate any significant risks requiring more immediate action. The results of this review will be reflected in the final capital budget proposals submitted to Cabinet in February.
 - In addition to this there are various schemes/proposals (e.g. Monlife, tranche C Future schools, climate emergency response, any enhanced DFG spending, depot and household waste recycling centre enhancement etc.) that could also have a capital consequence, but in advance of quantifying those or having Member consideration of these items, they are also excluded from current capital MTFP.
 - Capital investment required to deliver revenue savings – this is principally in the area of office accommodation, social care, property investment and possibly additional learning needs provision. The level of investment is currently being assessed however, in accordance with the principle already set above, if the schemes are not going to displace anything already in the programme then the cost of any additional borrowing will need to be netted off the saving to be made.
 - The IT reserve is finite so funding for any major new IT investment is limited. Any additional IT schemes will need to either be able to pay for themselves or displace other schemes in the programme. The two new schemes proposed have been anticipated as priority considerations and are unlikely to be self-financing outside of the annual budget process.
 - PWLB borrowing rates increased by 1% overnight in October 2019. Any upward trend in rates places a heightened focus on the relative proportion of short term variable recurring borrowing vs longer term fixed rate (more certain) deals. Such pressures are more likely to be felt in the Revenue MTFP as it will increase the cost of borrowing over time, however it may also impact adversely upon the viability of business cases for capital developments and their ability to demonstrate viability or affordability.

4. CAPITAL STRATEGY and PRUDENTIAL INDICATORS REFRESH

Capital budget strategy

- 4.1 The strategy going forward has the following key components:
- The core MTFP capital programme needs to be financially sustainable without drawing on unaffordable borrowing levels.
 - Welsh Government have increasingly adopted an approach that provides ad hoc additional grant funding in year. Whilst that grant funding is most welcome, it will tend to

undermine a more planned approach to capital expenditure and given the need to spend before the financial year end, it tends to be used to assist budget recovery plans by way of capitalizing existing programmes of eligible revenue expenditure rather providing any additional capital capacity.

- The provisional settlement maintains effectively a standstill funding position in respect of core general capital grant and supported borrowing for 2020/21. This has presumed to continue through the latter 3 years of MTFP.
- Whilst the detailed Future schools tranche B proposal remains to be signed off by Welsh Government, approval has been anticipated to involve an indicative £43m spend over next 3 years period. This introduces a small degree of interest costs to the related Revenue MTFP, presuming to use Welsh Government resourcing before borrowing our element of funding. The minimum revenue provision, the Authority's means of provisioning for the principal repayment of borrowing for capital purposes, is also minimized within this next MTFP window as the costs of repayment tend to start when the asset becomes operational, 3 years hence.
- No inflation increases will be applied to any of the capital programme with property maintenance budget and infrastructure maintenance budget set at the same level as last year.
- The County farms maintenance and property maintenance programme remains a core aspect of the annual capital programme and whilst the overall amount remains the same from year to year, the incidence of work is prioritized based on the revised asset management plan which should be supported by condition survey consideration.
- For the last 3 financial years the budget discussions have resulting in an extra £300k per annum being directed to Disabled Facilities Grants (DFGs) to address backlog issues, so an extra £900k capacity. Consequently the 2020/21 starting capital position excludes any additional sum, but the potential exists for members to consider such again during their budget deliberations. Cabinet have requested to see evidence of need and impact of previous investments before considering any further increase in the DFG capital budget for 2020/21. A decision will be taken as part of the final capital budget proposals.
- The budget to enhance or prepare assets for sale reflects confirmation from corporate landlord services and is effectively funded by enhanced capital receipts values.
- An additional £770k for the addition of three schemes shown in the table below and for which £470k will be financed from capital receipts, the remainder coming from other government contributions. Their early inclusion is a recognition that they would be unlikely to either pay for themselves or replace an existing scheme as a higher priority if considered outside of the annual capital budget setting process

Nature of Expenditure	£'000	Proposed afforded by
Replacement AV facilities Council Chamber (cost certainty still being worked through)	200	Capital receipts
Anticipated SRS capital costs of server/network replacement (cost certainty still being worked through)	170	Capital receipts

Chepstow Transport Study	400	Govt Contributions £300k Capital receipts £100k
Total – New Commitments	770	

Available capital resources

- 4.2 A capital strategy establishes a heightened responsibility to demonstrate that the core programme remains affordable and that existing assets are adequately maintained.
- 4.3 In light of the current pressures on the Authority’s medium-term revenue budget, and the principles on which any prudential borrowing must be taken of affordability, prudence and sustainability, the use of further prudential borrowing has been carefully assessed and refreshed in Appendix 6.
- 4.4 The level of capital receipts anticipated over the next 4 year window has not been increased significantly from those communicated during the previous year’s budget process. The pragmatic reason for this is a threefold consideration,
- The effect of Welsh Government’s recent land categorization exercise still being worked through.
 - The consequences of the proposed Local Development Plan and the subsequent Strategic (Regional) Development Plan on Authority owned land.
 - A Member aspiration for the Council to have a role in enhancing affordable housing levels in the County. Commonly the effect of that would be a need to subsidise such through reduced land price. The quantified consequences of such are currently being evaluated.
- 4.5 There are also some “new” factors influencing proposed capital receipts usage evident this year.

The Council is intent to use the benefit of a Welsh Government capitalisation directive that allows the Council to use capital receipts to afford certain costs around service reform that would traditionally be regarded as revenue expenditure. This will beneficially affect 2019-20 revenue outturn position and as part of its recovery plan in managing the current in-year overspend. The work to evaluate and quantify the extent of such is continuing and will be explicit as part of month 7 monitoring report to Cabinet in January 2020, but in the interim the financial planning assumption indicates circa £2m usage which has been used in revising capital receipts levels available for Member considerations.

Additional to this, part of the revenue budget saving proposals for 2020-21 anticipate a similar application of capitalization directive of £1.416m.

Nature of Expenditure	£'000	Proposed afforded by
Removal of corporate redundancy budget in favour of capitalizing those costs	400	Capital receipts
Removal of school redundancy budget in favour of capitalizing those costs	300	Capital receipts
Accommodating income decline at Mounton Hse and Inclusion Centre implementation during service provision redesign	348	Capital receipts
HR and Payroll system retender, double running of systems and capitalization of senior project facilitation costs	165	Capital receipts
Anticipated asset consequences from review of public bus provision	25	Capital receipts
Hardware/technology replacement at hubs and with community education service	73	Capital receipts
Safeguarding Team additional training & recruitment costs	45	Capital receipts
Capitalising work on Payroll and HR replacement system	60	Capital receipts
Total – Capitalisation Directive	1,416	

The addition of three new capital schemes amounting to £770k and as illustrated in 4.1 above require £470k to be financed from capital receipts, the remainder coming from other government contributions.

The table below illustrates the balance on the useable capital receipts reserve over the period 2020/21 to 2023/24 taking into account current capital receipts forecasts provided by Landlord Services and revised balances drawn to finance the existing programme.

GENERAL RECEIPTS	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000
Forecast Balance as at 31st March	10,246	10,887	11,733	11,378

4.6 The prudential indicators appropriate to 2020-21 in Appendix 6 suggest that

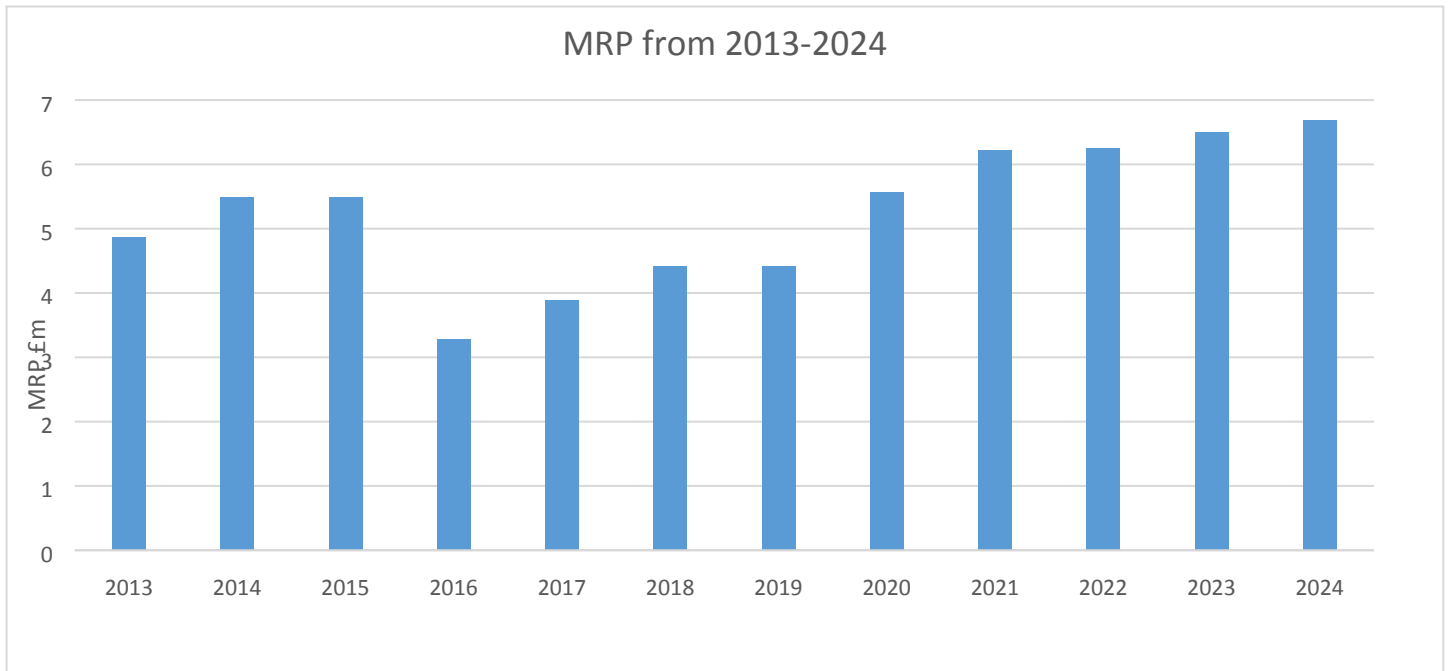
- The mix between general repair/service needs against commercial investment projects to derive a revenue income isn't unreasonable (92%:8%). This is symptomatic of the Council moving into the last year of a 3 year investment programme with investment expenditure forecast being skewed towards first 2 years.

- That funding wise the Council continues to be successful in using external resourcing and grant as its primary source of affording the capital programme (65%), with borrowing accounting for 25% and own funding (predominantly capital receipts) making up 10% funding.
- In terms of the mix of capital receipts usage versus borrowing, long term assets (like schools re-provision) are more suitable for loan financing over their respective asset life rather than capital receipts usage. Capital receipts are more suitable in affording short life capital assets expenditure, as this avoids proportionately higher minimum revenue provision costs affecting the revenue budget. This would introduce a trend of increasing capital receipts available to members to address short term priorities.

However capital receipts are also increasingly being used to supplement the revenue operating model in the form of capitalization directive aspects.

The continued use of capital receipts in this fashion, whilst necessary at the moment shouldn't be viewed as a long term way of affording the Council's revenue operating model given their one off nature and means that resourcing isn't available to address capital priorities or addressing the implied backlog of repair provided by service managers.

- Gross debt levels proposed are compared against the capital financing requirement and indicates a 10.5% headroom/capacity reflective of "internal" borrowing where the Council uses its revenue and capital receipt balances and cash backed reserve levels to avoid the need for additional borrowing on a day to day basis. This indicates an increasing resilient trend whereby comparison on previous years where there was a 3% and 6.5% headroom respectively.
- The prudential indicators of the Treasury Strategy (for instance the relative mix of fixed/variable debt, the appropriate creditworthiness of investments, and counterparty limits) tend to be concerned with cash flow, security, liquidity and yield consideration and reviewed by members of Audit Committee, before endorsement to Council annually for agreement.
- The Council's annual borrowing costs are subsumed within the revenue budget, and members annually assess pressures, savings and priorities through their consideration of Revenue medium term financial plan. The most significant such cost is the minimum revenue provision, which is a proxy for principal repayments on borrowing secured. The following graph indicates a slightly rising trend in such costs for the next 4 years,



The affordability of which will be considered by Members in setting an affordable and balanced annual budget.

5. REASONS:

5.1 To provide an opportunity for consultation on the draft capital budget proposals.

6. RESOURCE IMPLICATIONS:

6.1 Resource implications are noted throughout the report both in terms of how the core programme is financially sustainable, the key issues that require further quantification and also the risks associated with not addressing the pressures outlined in Appendix 1.

7. FUTURE GENERATIONS ASSESSMENT AND EQUALITY IMPLICATIONS:

7.1 Capital budgets which impact on individuals with protected characteristics, most notably disabled facilities grants and access for all budgets are being maintained at their core levels.

7.2 The future generation and equality impact implications where maintenance budgets are allocated to individual schemes is a responsibility of operational management and where individual assessments are undertaken.

7.3 The actual impacts from this report's recommendations will be reviewed on an ongoing basis by the Asset Management Working Group.

8. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

None

9. CONSULTEES:

Senior Leadership Team
All Cabinet Members

Head of Legal Services
Head of Finance

10. APPENDICES:

Appendix 1 – Capital MTFP pressures
Appendix 2 – Capital budget summary programme 2020/21 to 2023/24
Appendix 3 – Forecast capital receipts 2020/21 to 2023/24
Appendix 4 – Capital receipts risk factors
Appendix 5 (exempt) – Forecast receipts
Appendix 6 – Prudential Indicators
Appendix 7 - Future Generations Evaluation

11. BACKGROUND PAPERS:

List of planned capital receipts: Exempt by virtue of s100 (D) of the Local Government Act 1972

12. AUTHOR:

Mark Howcroft – Assistant Head of Finance

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Appendix 1 – Capital MTFP pressures

Description of Pressure	Forecast Cost	Date Updated	Responsible Officer / Champion
<p>Public Rights of Way (total for 5 years £4.046m) work needed to bring network up to statutorily required and safe standard. Based on updated assessment completed to inform the Rights of Way Improvement Plan. Includes signage backlog, drainage and surfacing, stiles and gates and known bridge replacement need. This should be taken as a provisional figure as surveys and assessments of bridges and structures are on-going. It excludes larger (over 6m) structures requiring bespoke solution and specific rights of way structural issues, such as the Whitebrook byways slippage (estimated in region of 75-100K) and works required on both the Wye Valley and Usk Valley Walks to address erosion and flood damage (estimated 100K).</p>	4,046,000	Sept 19	Matthew Lewis
<p>Countryside access sites – to maintain countryside visitor sites to a safe standard includes stonework on scheduled ancient monuments, cycleway / path works, river protection works, and repairs to car parks. Excludes Clydach Ironworks restoration and pressures as a result of ash dieback disease.</p>	419,000	Sept 19	Matthew Lewis
<p>Mitchel Troy, Monmouth Community Amenity site, Household Waste Recycling Centre upgrade - indicative costs provided in 2016 wereare £1.5-2m if built and run by the Council. The transfer station and CA capital costs could be avoided if the Council decided it was best value to procure a build, finance, operate contract for its sites in future. The work to evaluate these options will follow on after kerbside collectioncommence in 2020 subject to Cabinet approval to commence the review and development of a business plan.</p>	2,000,000	Dec 19	Roger Hoggins / Carl Touhig
<p>Property Maintenance requirements for both schools & non-schools as valued by condition surveys carried out some years ago. The existing £2m annual budget mainly targets urgent maintenance e.g. health & safety, maintaining buildings wind & watertight, etc., and is insufficient to address the maintenance backlog. A lack of funding means maintenance costs will rise; that our ability to sell buildings at maximum market rates will be affected ; Our ability to deliver effective services will be affected and a Loss of revenue and poor public image.</p>	22,000,000	Dec 19	Deb Hill Howells
<p>Disabled adaptation works to public buildings required under disability discrimination legislation.</p>	5,000,000	Dec 19	Deb Hill Howells
<p>School Traffic Management Improvements - based on works carried out on similar buildings.</p>	450,000	Dec 19	Deb Hill Howells
<p>Refurbishment of all Public Toilets - Capital investment required to facilitate remaining transfers to Town and Community Councils</p>	237,000	Dec 19	Deb Hill Howells

Description of Pressure	Forecast Cost	Date Updated	Responsible Officer / Champion
School fencing improvements	450,000	Dec 19	Deb Hill Howells
Modification works to school kitchens to comply with Environmental Health Standards. Without additional funding school kitchens may have to be closed and additional costs for transporting meals incurred, possibly causing disruption to the education process.	150,000	Dec 19	Deb Hill Howells
Radon remedial works Following the commissioning of Radon Wales to carry Radon Surveys of public buildings, remedial works will be required at various premises to resolve issues	75,000	Dec 19	Deb Hill Howells
Transportation/safety strategy –Air Quality Management, 20 m.p.h legislation and DDA (car parks)	1,200,000	Dec 16	Richard Cope
Disabled Facilities Grants (DFGs) - Other than last year, the DFG's budget has remained unchanged for the last ten years. Each year the fully committed/spent date falls earlier in the financial year.	500,000	Dec 16	Ian Bakewell
Bringing County highways to the level of a safe road network. This backlog calculation figure has been provided by Welsh Government. The Authorities Capital Programme is not addressing the backlog significantly as the annual level of funding available is not of sufficient magnitude to address this. The annual programme is set in relation to the approved budget and this programme is shared with all members. Routes are selected on the basis of their significance within the overall highway network and their condition. Programmes are reviewed annually around December and then distributed to members.	80,000,000	Dec 16	Roger Hoggins, Mark Hand

Description of Pressure	Forecast Cost	Date Updated	Responsible Officer / Champion
Investing in infrastructure projects needed to arrest road closures due to whole or partial bank slips. Reflective of works to A466 at Wyndcliffe, Livox and Old Station areas and treehouse retaining wall.	3,300,000	Dec 19	Mark Hand
A4136 Staunton Road retaining wall/edge retention weakness	1,500,000	Dec 19	Mark Hand
Wyebridge Chepstow , remedial maintenance	100,000	Dec 19	Mark Hand
A466 Wyebridge Monmouth , remedial maintenance	1,200,000	Dec 19	Mark Hand
Redbrook Road Rail structure remedial maintenance	500,000	Dec 19	Mark Hand
Tintern Wire Works Bridge remedial maintenance	1,500,000	Dec 19	Mark Hand
A4077 Gilwern Viaduct substandard structure	7,900,000	Dec 19	Mark Hand
Reprovision or repair of Chain Bridge - Cost prediction is indicative at present. Without remedial work, the structure will continue to deteriorate. The current 40T maximum limit will have to be further reduced restricting access to the Lancayo area especially for heavy vehicles. Options evaluated from repairing sufficiently to maintain 40t limit, to converting to footbridge and reprovisioning	2,000,000	Dec 19	Mark Hand
Caldicot Castle remedial works - longer term pressures given the condition of the curtain walls / towers etc. The £2-3m estimate is a ball park figure ranging from just the backlog of maintenance to also including improvements to bring the visitor facilities up to modern standards.	3,000,000	Dec 16	Ian Saunders
Leisure and cultural services - Currently the service is exploring future delivery options. Part of the work will involve conditions surveys which may lead to capital works being required to improve service delivery and income generation:- e.g. museums, Shire hall, Abergavenny castle, Old station Tintern, leisure centres, outdoor education provision	1,000,000	Sept 19	Ian Saunders
Total Pressures	138,527,000		

Appendix 2 – Capital budget summary programme 2020/21 to 2023/24

Capital Budget Summary 2020/21 to 2023/24	Indicative Budget 2020/21	Indicative Budget 2021/22	Indicative Budget 2022/23	Indicative Budget 2023/24
Property Maintenance	1,653,357	1,653,357	1,653,357	1,653,357
Property Maintenance fee aspect	236,194	236,194	236,194	236,194
Asset Investment Fund	2,587,797			
Severn View Care Home Replacement net cost	5,677,869			
Upgrade School Kitchens	39,725	39,725	39,725	39,725
Asset Management Schemes	10,194,942	1,929,276	1,929,276	1,929,276
Future Schools Tranche B - Abergavenny 3-19	14,333,333	14,333,333	13,631,287	
Access for all	50,000	50,000	50,000	50,000
School Development Schemes	14,383,333	14,383,333	13,681,287	50,000
Footway Reconstruction	190,453	190,453	190,453	190,453
Street Lighting Defect Column Programme	171,408	171,408	171,408	171,408
Reconstruction of bridges & retaining walls	449,041	449,041	449,041	449,041
Safety fence upgrades	76,181	76,181	76,181	76,181
Signing upgrades & disabled facilities	38,091	38,091	38,091	38,091
Flood Allievation Schemes	11,427	11,427	11,427	11,427
Structural Repairs - PROW	38,091	38,091	38,091	38,091
Carriageway resurfacing	1,136,540	1,136,540	1,136,540	1,136,540
Road safety & trafficman programme	129,508	129,508	129,508	129,508
Severn Tunnel Junction and Chepstow Transport Study	400,000			
Infrastructure & Transport Schemes	2,640,740	2,240,740	2,240,740	2,240,740
Capital Region City Deal	310,500	489,100	489,100	489,100
Sevenside Area Regeneration	20,000	20,000	20,000	20,000
Regeneration Schemes	330,500	509,100	509,100	509,100
County Farms Maintenance	300,773	300,773	300,773	300,773
County Farms Schemes	300,773	300,773	300,773	300,773
Access For All	250,000	250,000	250,000	250,000
Disabled Facilities Grant	600,000	600,000	600,000	600,000
Inclusion Schemes	850,000	850,000	850,000	850,000
Council Chamber IT equipment replacement & building works	200,000			
SRS administered network and infrastructure replacement	170,000			
ICT Schemes	370,000	0	0	0
Leasing - To be allocated	1,500,000	1,500,000	1,500,000	1,500,000
Vehicles Leasing	1,500,000	1,500,000	1,500,000	1,500,000
Fixed Asset Disposal Costs	25,000	50,000	50,000	50,000
2020-21 Capitalisation Directive	1,416,000			
Other Schemes	1,441,000	50,000	50,000	50,000
TOTAL EXPENDITURE	32,011,288	21,763,223	21,061,177	7,429,890
Supported Borrowing	(2,403,000)	(2,403,000)	(2,403,000)	(2,403,000)
Unsupported (Prudential) Borrowing	(5,275,300)	(2,662,097)	(15,120,387)	(1,489,100)
Grants & Contributions	(19,697,199)	(14,623,337)	(1,463,000)	(1,463,000)
Reserve & Revenue Contributions	(15,998)	(15,999)	(15,999)	(15,999)
Capital Receipts	(3,119,791)	(558,791)	(558,791)	(558,791)
Vehicle Lease Financing	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
TOTAL FUNDING	(32,011,288)	(21,763,223)	(21,061,177)	(7,429,890)
(SURPLUS) / DEFICIT	0	0	0	0

Appendix 3 – Forecast capital receipts 2020/21 to 2023/24

Amounts in excess of £10,000 are categorised as capital receipts. The balance of receipts is required to be credited to the Useable Capital Receipts Reserve, and can then only be used for new capital investment or set aside to reduce the Council's borrowing requirement.

The forecast movement on the reserve based on forecast capital receipts and the budgeted application of capital receipts to support the financing				
GENERAL RECEIPTS	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000
Balance as at 1st April	6,553	10,246	10,887	11,733
Less: capital receipts used for financing	(1,704)	(559)	(559)	(559)
Less: capital receipts used to support capitalisation directive	(1,416)	0	0	0
Capital Receipts Received	0	0	0	0
	3,433	9,687	10,328	11,174
Capital receipts Forecast	6,713	1,098	1,300	100
Deferred capital receipts - General	4	4	4	4
- Morrisons	96	98	100	100
Less: capital receipts set aside:	0	0	0	0
Forecast Balance as at 31st March	10,246	10,887	11,733	11,378

Appendix 4 Capital Receipts Summary and Risk Factors				
The analysis below provides a summary of the receipts and the respective risk factors:				
Capital Receipts Risk Factor	2020/21	2021/22	2022/23	2023/24
	£	£	£	£
Education Receipts				
Low / completed	0	0	0	0
Medium	0	0	0	0
High	0	0	0	0
Total Education Receipts	0	0	0	0
County Farm Receipts				
Low / completed	0	0	0	0
Medium	0	0	0	0
High	200,000	0	0	0
Total County Farm Receipts	200,000	0	0	0
General Receipts				
Low / completed	95,926	98,083	100,289	100,289
Medium	200,000	0	700,000	0
High	0	0	0	0
Total General Receipts	295,926	98,083	800,289	100,289
Strategic Accommodation Review				
Low / completed	0	0	0	0
Medium	0	0	0	0
High	0	0	0	0
Total Strategic Accommodation Receipts	0	0	0	0
Dependent on Outcome of LDP				
Low / completed	0	0	0	0
Medium	6,216,690	1,000,000	500,000	0
High	0	0	0	0
Total LDP Receipts	6,216,690	1,000,000	500,000	0
TOTALS				
Low / completed	95,926	98,083	100,289	100,289
Medium	6,416,690	1,000,000	1,200,000	0
High	200,000	0	0	0
Total Capital Receipts Forecasted / Received	6,712,616	1,098,083	1,300,289	100,289
Risk Factor key:				
High - External factors affecting the potential sale that are out of Authority control				
Medium - Possible risk elements attached but within Authority ability to control				
Low - No major complications are foreseen for the transaction				

Exempt Appendix 5 – Forecast receipts

Detail Supplied Separately

SCHEDULE 12A LOCAL GOVERNMENT ACT 1972

EXEMPTION FROM DISCLOSURE OF DOCUMENTS

Meeting and Date of Meeting: Cabinet 20th December 2019

Report: Capital MTFP Proposals 2020/21 to 2023/24 - Detailed Receipts Appendix

Author: Mark Howcroft

I have considered grounds for exemption of information contained in the background paper for the report referred to above and make the following recommendation to the Proper Officer:-

Exemptions applying to the report:

The appendix noted has an indication of land and assets that the Council proposes to sell and what the Council would be indicatively prepared to take for such.

Factors in favour of disclosure:

Openness & transparency in matters concerned with the public

Prejudice which would result if the information were disclosed:

To circulate such a document would prejudice negotiation over the levels of receipts and mitigate an opportunity to maximize returns.

My view on the public interest test is as follows:

Factors in favour of disclosure do not outweighed those against.

Recommended decision on exemption from disclosure:

Maintain exemption from publication in relation to report

Date: 5/12/19

Signed: *M. Howcroft*

Post: Assistant Head of Finance

I accept/I do not accept the recommendation made above

Signed: [Signed by Chief Officer / Head of Service / Chief Executive]

Date:

Appendix 6 – Prudential Indicators

Capital Expenditure & Financing							
Capital Expenditure £m	2018/19 actual	2019/20 forecast	2020/21 budget	%	2021/22 budget	2022/23 budget	2023/24 budget
General Fund services	39.6	25.6	27.9	92%	20.3	19.6	5.9
Commercial investments (£50m pool)	30.7	16.7	2.6	8%	0.0	0.0	0.0
TOTAL	70.3	42.3	30.5	100%	20.3	19.6	5.9
Figures exclude £1.5m of leasing funded Capex per yr							
Capital Financing £m	2018/19 actual	2019/20 forecast	2020/21 budget	%	2021/22 budget	2022/23 budget	2023/24 budget
External sources (Grants & S106 contributions)	16.9	8.3	19.7	65%	14.6	1.5	1.5
Own resources (Capital receipts and Reserves)	8.8	3.6	3.1	10%	0.6	0.6	0.6
Borrowing & other Debt	44.6	30.4	7.7	25%	5.1	17.5	3.9
TOTAL	70.3	42.3	30.5	100%	20.3	19.6	5.9
Gross Debt Forecast compared to CFR £m	31.3.2019 actual	2019/20 forecast	2020/21 budget	2021/22 budget	2022/23 budget	2023/24 budget	
Debt (incl. PFI, leases, right of use assets)	180.8	197.4	191.2	186.5	197.8	194.5	
Capital Financing Requirement (Total)	186.3	211.1	213.6	213.4	225.4	223.6	
<u>For information - Internal borrowing</u>							
<u>Actual/Forecast</u>							
Internal borrowing £m	5.6	13.7	22.3	26.9	27.6	29.2	
As a % of CFR	3.0%	6.5%	10.5%	12.6%	12.3%	13.0%	
<u>Authorised & Operational Borrowing Limits</u>	<u>NA</u>	<u>2019/20 for comparison</u>	<u>2020/21 limit</u>	<u>2021/22 limit</u>	<u>2022/23 limit</u>	<u>2023/24 limit</u>	
Authorised limit - borrowing		246.2	228.0	223.3	234.6	231.2	
Operational boundary - PFI, leases & Right of use assets		4.4	5.4	5.4	5.4	5.4	
Authorised limit - total external debt		250.6	233.4	228.7	240.0	236.7	
Operational boundary - borrowing		216.0	208.8	204.1	215.4	212.0	
Operational boundary - PFI, leases & Right of use assets		2.9	3.9	3.9	3.9	3.9	
Operational boundary - total external debt		218.9	212.7	208.0	219.3	216.0	
<i>nb - Authorised limit is higher than CFR as CFR is not a limit but an indicator of debt requirement</i>							

Local Context						
Liability Benchmark (Total required Net external borrowing)						
	31.3.19	31.3.20	31.3.21	31.3.22	31.3.23	31.3.24
	Actual	Estimate	Forecast	Forecast	Forecast	Forecast
	£m	£m	£m	£m	£m	£m
General Fund CFR	151.2	160.4	162.2	164.1	178.3	179.3
Commercial Investments CFR (including solar farm)	35.1	50.7	51.4	49.3	47.2	44.3
Total CFR	186.3	211.1	213.6	213.4	225.4	223.6
Less: Other debt liabilities	-2.4	-2.4	-3.4	-3.4	-3.4	-3.4
Loans CFR	183.9	208.7	210.2	210.0	222.0	220.2
Less: Usable reserves	-17.3	-21.0	-26.8	-27.4	-27.2	-27.2
Less: Working capital	-8.7	-8.7	-8.7	-8.7	-8.7	-8.7
Plus: Minimum level of treasury investments	20.4	10.0	10.0	10.0	10.0	10.0
Total required Net external borrowing (Liability Benchmark)	157.9	179.0	174.6	173.8	186.1	184.3
Excl. PFI, leases, right of use assets						
Required New & Replacement Borrowing						
	31.3.19	31.3.20	31.3.21	31.3.22	31.3.23	31.3.24
	Actual	Estimate	Forecast	Forecast	Forecast	Forecast
	£m	£m	£m	£m	£m	£m
Existing loans - reducing as they mature	178.4	122.7	87	79.1	77.3	73.5
Less Forecast Investments	-20.4	-15.6	-15.5	-15.1	-15.3	-15.3
Net borrowing forecast	158	107.1	71.5	64	62	58.2
Total Required Net External borrowing	157.9	179	174.6	173.8	186.1	184.3
Shortfall (borrowing required to be taken out)	-0.1	71.9	103.1	109.8	124.1	126.1
<i>nb Much of the borrowing required to be taken out replaces short term loans which will have matured. It can be any mix of short and long term loans. The Shortfalls are cumulative so if the £71.9m of loans were taken out as long term loans in 2019/20 then only an additional £103.1m of loans would then be required in 2020/21.</i>						
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	actual	forecast	budget	budget	budget	budget
Interest £m	3.3	4.0	3.8	3.9	4.0	3.9
MRP £m	4.6	5.7	6.3	6.4	6.6	6.8
Total Financing costs £m	7.9	9.7	10.1	10.2	10.6	10.7
Net Revenue Stream (£m)	150.4	153.9	156.3	158.8	161.3	164.0
Proportion of net revenue stream %	5.2%	6.3%	6.4%	6.4%	6.6%	6.5%
Proportion of financing costs recovered from services						
Total Financing costs £m	7.9	9.7	10.1	10.2	10.6	10.7
Costs paid for by service £m	Est £1.4	3.4	3.4	3.4	3.3	3.2
Proportion		35%	33%	34%	31%	29%



monmouthshire
sir fynwy

Future Generations Evaluation
(includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Mark Howcroft</p> <p>Phone no:01633 644740 E-mail:markhowcroft@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal Present capital budget proposals for consultation</p>
<p>Name of Service Whole authority</p>	<p>Date Future Generations Evaluation form completed 05/12/19</p>






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

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Local resources will be engaged to deliver the projects in the programme</p>	<p>Welsh Government funding exhibits an increasingly adhoc and in year provision which will tend to compromise a more planned approach. The usual response to mitigate such would be to have up to date pre-prepared schedules of work, Service managers are aware that new Capital Strategy requirements imposes a heightened requirement on condition survey assessment to inform repair choices, the provision of such information remains an evolving one</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Part of proposals involve capital contribution to City Deal</p>	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Crick Road project and care home reprovion are being built with whole life and dementia friendly considerations	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Investment in Future schools provides a key community facility to help promote this goal	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing		
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation		
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The core budgets for DDA work and DFGs budget provision has been maintained at core. The report highlights an option for Members to continue to supplement resourcing, in an environment of also considering other capital liabilities.	

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

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
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Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Long-term Balancing short term need with long term and planning for the future</p>	<p>Building Future schools will benefit children and communities for future generations.</p>	<p>The capital MTFP provides members with prudential indicators to assist their understanding of medium term consequences</p>
 <p>Collaboration Working together with other partners to deliver objectives</p>	<p>The funding aspects of capital programme are drawn from a variety of partners e.g. Welsh Government, Health Board, developers sc106 resourcing etc</p>	<p>Crick Road development and care home reprovion has become a tripartite consideration for the Council, Health Board and Housing provider. Severn Tunnel and Chepstow transport study call upon funding from Welsh Government, Transport England, an English Council as well as MCC.</p>
 <p>Involvement Involving those with an interest and seeking their views</p>	<p>The aim of the report is to present proposals for consultation with key stakeholders</p>	
 <p>Prevention Putting resources into preventing problems occurring or getting worse</p>	<p>An aspect of the report considers the liability of holding assets to prompt appropriate and affordable repair regimes</p>	
 <p>Integration Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Investment in Future Schools will positively impact on the teaching environment</p>	<p>The Commercial Investments aspect is designed to be self funding but also derive a return to the Council to supplement revenue funding and avoiding the need for additional savings or reduction in services.</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Schools re-provision is likely to provide an Abergavenny area benefit for 3-19 year olds		
Disability	DDA and DFG budgets have been maintained		
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

DSS 21

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Safeguarding is taken into account in the design of the new schools		
Corporate Parenting			

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

Previously determined policy in respect of the priority of investing in future schools. There have been no major changes to the proposals presented here.

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

Capital budgets which impact on individuals, such as DFGs and DDA works are being maintained at core levels, with the opportunity for Members to supplement such.

The investment in future schools is expected to have a benefit for children and communities for future generations

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

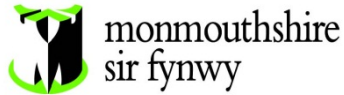
What are you going to do	When are you going to do it?	Who is responsible	Progress
Review the budget discussions to provide a final report for member agreement	Feb 20	Mark Howcroft	Exercise starts after 20/12/19

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

The impacts of this proposal will be evaluated on:

As section 7
Annually when the capital MTFP is reviewed

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SUBJECT:	DRAFT REVENUE BUDGET PROPOSALS 2020/21
MEETING:	CABINET
DATE:	20th December 2019
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To set out draft revenue budget proposals for financial year 2020/21.
- 1.2 To commence a period of consultation on the draft budget proposals until 31 January 2020.
- 1.3 To consider the 2020/21 draft budget proposals within the context of the 4 year Medium Term Financial Plan (MTFP) and the Corporate Plan.

2. RECOMMENDATIONS:

- 2.1 That Cabinet approves the release of its draft budget proposals for 2020/21 for consultation purposes.
- 2.2 That Cabinet approves that the consultation period, including the opportunity to present alternative proposals that have been assessed for Future Generations and equality implications, ends on 31st January 2020.
- 2.3 That Cabinet receives a verbal update at the meeting on the provisional settlement from Welsh Government, noting that the draft budget proposals are predicated on a 1% increase in Aggregate External Financing (AEF) together with teachers pay and pension increases fully funded by Welsh Government.
- 2.4 That Cabinet recognises unavoidable pressures of some £9.742 million that need to be provided for within the 2020/21 budget.
- 2.5 That Cabinet confirms its intention to fully fund all pay related pressures insofar as they impact schools and to accommodate significant demand pressures caused in particular by increasing numbers of looked after children and pupils with additional learning needs.
- 2.6 That Cabinet proposes a Council Tax rise of 4.95% for financial year 2020/21.
- 2.7 That Cabinet recognises that the budget proposal remains un-balanced at this stage. There is a remaining savings gap of £1.178m to address.

3. KEY ISSUES:

Overview

- 3.1 It is well trailed nationally that local government funding has been challenged for a number of years. Monmouthshire, in keeping with other Councils in Wales has had to make

significant adjustments year on year to its cost base to ensure that the service offer has remained relevant and appropriate for the citizens of the county. Members of all parties are nonetheless familiar with having to take decisions that they would prefer not to but with this as a context a reasonable and pragmatic approach has been taken. Financial year 2020/21 will continue this approach.

- 3.2 For some years now the Council has successfully accommodated the ongoing and significant financial, demographic and demand-led pressures. This alongside its commitments to deliver the goals and objectives set out in its Corporate Plan. The Corporate Plan outlines the priorities of the Administration and these, in summary, are illustrated later in the report.
- 3.3 This budget proposals continue to support the priorities of the Administration. Specifically it seeks to recognise:
- a) All pay and pension related spending pressures in our schooling system
 - b) The increasing demand on schools and the Local Education Authority of pupils with additional learning needs
 - c) The increasing demand being placed on our children's social services in respect of looked after children and for whom the Council acts as corporate parent
 - d) The growing impact of an ageing population and adults with disabilities on our adult social services

The budget proposals see a continuation of our preparedness to challenge all services to sustain themselves rather than to see the closure of services that matter to citizens. There is an acknowledgement that when things close they never return and it is better to scale back rather than absolutely withdraw. This is a feature of a number of proposals for change that make up these proposals.

- 3.4 The challenges facing the authority now and into the future should not be underestimated. The 2019/20 in-year forecast exhibits significant pressures within and across services. A recovery plan is in place and that will look to arrest the current over spend on services through significant one-off recovery of VAT, additional in-year grant and funding received and flexible use of capital receipts to fund revenue costs associated with service reform.
- 3.5 For 2020/21 and in overall terms there are some £9.742 million of new unavoidable pressures that need to be accommodated as part of the 2020/21 budget and these are detailed in appendices 1 and 2. The pressures significantly present themselves in:
- a) Adult and children's social care (£5.5m)
 - b) Children with additional learning needs (£1.5m)
 - c) Teachers pay and pension increases - £1.2m over and above the 1% pay award assumption modelled

- 3.6 It is never popular to charge for services but the reality is that we need to do so. We are proposing increases in a number of areas. Likewise increasing Council Tax is never popular but with national funding not keeping pace with demands on local authorities, local taxation is by default having to shoulder a greater proportion of our overall funding.

- 3.7 This budget proposal assumes a council tax rise of 4.95% for 2020/21 (1% higher than the original modelling assumption signalled in our report of 18th September 2019), and a

Council Tax rise of 3.95% for the remaining years of this Council. For a current Band D property of £1,316 (Council only element excluding community council or Police levy), this would illustratively be an additional £65.12 a year or £1.25 a week for 2020/21.

Purpose and Priorities

3.8 Monmouthshire County Council’s Corporate Plan sets out the things we will be working on in the medium term. The plan sets out our five Organisational Goals (also our well-being objectives) supported by the 22 commitments to action we will make and the ways in which they will be measured in the run-up to 2022. This plan has been developed and aligned to the direction set in the Public Service Board objectives. The Plan is underpinned by a clear policy framework that sets out in more detail our work to enable the delivery of the plan. The aspiration and objectives set for Monmouthshire by the PSB and Council are:

Purpose: Building Sustainable and Resilient Communities	
<i>Public Service Board Well-being Objectives</i>	<i>Monmouthshire County Council Goals & Well-being Objectives</i>
Provide children and young people with the best possible start in life	The best possible start in life
Respond to the challenges associated with demographic change	Lifelong well-being
Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change	Maximise the potential of the natural and built environment
Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.	Thriving and well-connected county
	Future - focussed Council

3.9 The budget proposals contained within this report have sought to ensure these key outcomes and priorities can continue to be pursued as far as possible within a restricting resource base. This does not, however, mean that these areas will not contribute to meeting the financial challenges. The aim is to make sure everything is efficient so that as broad a range of service offer, in line with those functions that matter most to our communities, can be maintained. Chief Officers in considering the proposals and strategy above have also been mindful of the whole authority risk assessment.

3.10 In assessing the affordability considerations of the corporate plan, an exercise which is iterative and ongoing, confirmation has been received at this stage that commitments to delivering the Corporate Plan for 2020-21 will either be met from existing budgets or are contained within the draft budget proposals. This work will continue as programmes of work develop and affordability considerations are more clearly understood and considered.

3.11 The following table demonstrates the links at a summary level that have been made with the 5 priorities, Corporate Plan and the strategic risks:

Proposal	Link to Goals and Well Being Objectives in the Corporate Plan	Link to Whole Authority Risk assessment
<p>Schools budgets will see a cash increase and with all pay and pension increases being fully funded.</p> <p>Education and school budgets will see additional resources going into the budget for children with additional learning needs.</p>	<p>Best possible start in life Thriving and well connected County</p>	<p>Budget proposals are mindful of the risk in the register around children not achieving their full potential</p>
<p>Social care budgets will see additional resources going into the budget for Children's and adults social services to meet the pressures in these areas.</p>	<p>Lifelong well being</p>	<p>These proposals seeks to address the risks around more people becoming vulnerable and in need and the needs of children with additional learning needs not being met</p>
<p>The drive for service efficiencies savings has continued and a few focused service reviews have enabled saving to be identified e.g. Household recycling and waste collection review, Myst project and practice change in social care.</p>	<p>Further reviews have enabled frontline services to transform the way they do things whilst still delivering the goals of the Corporate plan and therefore contributing to the creation of sustainable and resilient communities.</p>	<p>Addresses risks around the ability to sustain our priorities within the current financial climate</p>
<p>The need to think differently about what income can be generated has been a clear imperative in working up the proposals. Clear examples are the income opportunities from implementing the Commercial Strategy and the business plans within Tourism, Leisure and Culture.</p>	<p>Being able to generate further income streams responds to the consultation responses in previous years regarding a preference for this compared to services cuts and contributes to the aims of creating a sustainable and resilient communities.</p>	

3.12 A mid-term review of the commitments in the Corporate Plan is being undertaken to ensure that the aspirations and activity set out are relevant, that they are deliverable with the

resources we have available and ensure they reflect the latest thinking on issues of importance to our communities. The mid-term review of the Corporate Plan will be presented to Council in the New Year and ahead of the final budget proposals and the council tax resolution being approved in March. With the need for budget to be policy led, this will afford a further opportunity to assess the affordability considerations of the Corporate Plan for the remaining two years of the administration.

Budget Process so far

- 3.13 Cabinet received a report on the MTFP and budget process at their meeting of 18th September 2019. The report outlined the assumptions that were being used in the construction of the budget for 2020/21 and the MTFP.
- 3.14 As a reminder the following assumptions had been used initially for the 2020/21 budget:
- Council Tax – 3.95% for 2020/21, 3.95% for rest of MTFP
 - Other external income – 0%, individual services to determine price increases
 - Pay inflation – 1% for 2020/21 and the rest of MTFP
 - Non pay inflation – 0%
 - Vacancy factor – 2% (except schools)
 - Superannuation – 24.1% rising 1% for each year of the MTFP
 - Teachers superannuation – 23.6%
 - Aggregate External Finance – 1% reduction and full funding of teachers pay and pension increases
- 3.15 The above assumptions and modelling at that time led to a gap of £5.39 million in 2020/21 rising to a gap of £21.07 million over the medium term. Further work was then being undertaken to assess service based pressures both in the current year budget and any new pressures arising. Savings and income generation proposals were also being worked up and reviewed in order to close the gap between available resources and demand for resources.
- 3.16 It should be acknowledged this year that receipt of the provisional settlement announcement from Welsh Government is delayed until 16th December 2019 with the final settlement now due in early March 2020. This has adversely impacted on financial planning arrangements and where levels of comfort or certainty are needed around core funding from Welsh Government. However, following advice and analysis provided by WLGA subsequent to UK Government's one year spending review announcement, and discussions with other local authorities in Wales, the AEF assumption has been improved from a -1% to +1% which it is felt is prudent based on information received. A verbal update will be provided to Cabinet on the outcome of the provisional settlement when this paper is considered.
- 3.17 A high level summary of the draft proposals and the resultant budget shortfall of £1.178m still to be addressed is shown below. Pressures of £9.742m and savings of £7.981m are summarised in appendix 1 and each is supported by a detailed mandate in appendix 2.

BUDGET PROGRESS TO DATE	£'000	£'000
Gross Expenditure		231,533
Inflationary Pressures	1,554	
Specific Pressures	9,742	
	11,296	11,296
Sub Total Expenditure		242,829

Gross Income		(231,533)
<u>Inflationary Savings</u>		
Council tax additionality (3.95% original)	(2,136)	
<u>Savings Proposals</u>		
Service efficiencies	(3,832)	
Welsh Government settlement funding implications	(2,080)	
Income generation increase	(1,034)	
Council tax additionality (extra + 1%)	(831)	
Full cost treasury adjustment	(204)	
	(7,981)	(10,117)
Sub Total Income		(241,651)
Savings still to be identified		<u>1,178</u>

Pressures

3.18 The work on pressures has highlighted that a number of significant pressures (£9.74m) need to be taken into account in next year's budget. A summary table of pressures is provided below and further information on the individual pressures is provided in summary in Appendix 1 and in detail in appendix 2. The main pressures principally relate to areas outside of the control of the Authority, and most notably:

- Funding Children's Services looked after children pressures (LAC) – £2.89m
- Sustaining the model of delivery within adult social care, including recent demand pressures with adults with disabilities – £2.47m
- Children with additional learning needs demand pressures – £1.47m
- Teachers pay and pension increases - £1.18m over and above the 1% pay award assumption modelled

3.19 It is noticeable that there are a limited number of pressures identified for years 2 to 4 of the MTFP against service directorates, however it is common for them to be recognised closer to the year in question and this needs to be borne in mind when considering the remaining gap in the MTFP. However, as part of the report presented to Cabinet on 19th September 2019 the provision made for "unidentified pressures" has been increased from £2.5m to £5m per annum and to recognise the level of pressures having to be accommodated as part of the budget process and following a review of such historic pressures.

Pressures by Directorate	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Children & Young People	2,650	0	0	0
Social Care & Health	5,505	141	40	0
Enterprise	764	204	0	0
Resources	245	8	6	5
Chief Executives Unit	221	0	0	0
Corporate Costs & Levies	313	4,666	4,807	5,000
Appropriations	44	381	113	0
Totals	9,742	5,400	4,966	5,005

3.20 Previously agreed savings that have been identified as not achievable have also been recognised as pressures in the model together with significant current year budget overspends that look set to continue into 2020/21 and to the extent that they can't be

mitigated. In previous budgets directorates have been asked to manage these pressures within services, however given the level of savings already being delivered by some service areas a decision has been taken to recognise these significant demand-led pressures in the budget for 2020/21 to mitigate this risk.

Saving Proposals for 2020/21

- 3.21 After several years of taking significant resource out of the budget the means of achieving further savings becomes increasingly more challenging. The significant in-year over spend, whilst being managed via a recovery plan, sees significant pressures carried through into 20/21 and with this already challenging backdrop has made the budget challenge even more acute.
- 3.22 The draft proposals in total bring forward savings of £7.98m. The notable savings proposals include:
- Assumptions around the increase in core funding (AEF) from Welsh Government, including full funding of teachers pay and pension increases (£2.08m)
 - Opportunity taken from revised guidance from Welsh Government that allows the Authority to make flexible use of capital receipts to capitalise revenue costs relating to service reform (£1.15m)
 - Income generation resulting from new charges and increases in existing fees and charges (£1.03m)
 - A 2% (£830k) saving against Individual Schools budgets, alongside full funding of pay and pension pressures. A loan facility is also being offered to schools to more effectively repay deficit school balances. Schools will still receive a year-on-year cash increase in their school budgets. Support will however continue to be provided to schools to identify opportunities to generate savings.
 - An increase in the increase in council tax for modelling purposes of 1% to 4.95% (£509k)
 - Resulting from a review of earmarked reserves a planned reduction and release from the Treasury Equalisation reserve (£400k)
 - A freeze in the employer pension contribution for the next two years (£370k)
 - An increase in council tax income resulting from an increase in the number of housing completions forecast (£322k)
 - A reduction in treasury budgets as a result of updates to the MTFP (£204k)
 - Savings within Children's Services through reduced legal costs brought about by investment in in-house childcare solicitors (£100k) and resulting from increased and ongoing investment in the Myst project (£250k).
- 3.23 Work continues to develop ideas and proposals such that they can be brought into the budget once they are sufficiently progressed. The mid-term review of the Corporate Plan being presented to Council in the New Year will also need consider any policy changes needing to be considered to put services on a more sustainable footing for the future.
- 3.24 All proposals have been considered and tested through an initial process of independent challenge by officers and Cabinet Members. A summary of all the proposals are shown in the table below. The savings proposals are contained in summary in appendix 1 and in detail in appendix 2.

Savings by Directorate	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Children & Young People	(830)	0	0	0
Social Care & Health	(1,013)	(105)	0	0
Enterprise	(579)	0	0	0
Resources	(321)	(24)	(23)	0
Chief Executives Units	(163)	(1)	0	0
Corporate Costs & Levies	(370)	0	0	0
Appropriations	(1,758)	453	(2)	(241)
Financing	(2,948)	0	0	0
Totals	(7,981)	323	(25)	(241)

Treasury Impact

- 3.25 The draft capital budget proposals and MTFP are being considered as a separate report on this agenda and for the purposes of establishing the revenue impact of the capital MTFP, the current summary position in the capital report has been taken.
- 3.26 The Treasury budgets continue to be closely monitored throughout the year, and any changes in the following will be considered at final budget stage: a review of the current year underspend, the profile of capital expenditure and potential slippage, a review of maturing debt over the medium term and the balance between the level of fixed and variable rate debt in the Council's portfolio. The balance of risk is an important consideration in this review as are the principles of security, liquidity and yield when considering any investment strategies.

Council Tax

- 3.27 The Council Tax increase in the budget has been modelled as 4.95% for 2020/21 (3.95% original MTFP modelling assumption + 1%) and 3.95% per annum across the MTFP as a planning assumption. The Council tax base report was approved via Individual Cabinet Member decision on 18th December 2019 and concluded an assessment of collection rates and growth in properties. Overall, the Council Tax base calculated for 2020/21 has risen by 0.51% compared to 2019/20. This increase takes into account the anticipated changes in dwellings. The estimated additional income of £322k derived from this and changes to CTRS (Council Tax Reduction Scheme) projections has been incorporated within the MTFP as part of the budget process.

Summary position

- 3.28 In summary, the 2020/21 budget gap is now **£1.178m**, if all the savings proposals contained in the Appendix 2 are approved. Clearly there is a gap still to meet and further work is progressing to bring forward measures and further savings proposals to balance to budget if further funding is not made available through the provisional and final settlement.

Services	Adjusted Base 2019/20 £000	Indicative Base 2020/21 £000	Indicative Base 2021/22 £000	Indicative Base 2022/23 £000	Indicative Base 2023/24 £000
Children & Young People	51,215	53,389	53,837	54,338	54,795
Social Care & Health	46,334	51,132	51,546	51,969	52,357
Enterprise	19,881	20,501	20,929	21,323	21,721
Resources	7,648	7,732	7,828	7,956	8,108
Chief Executive's Unit	4,637	4,757	4,824	4,893	4,963
ADM	3,465	3,566	3,677	3,790	3,905
Corporate Costs & Levies	22,112	22,092	26,713	31,485	36,485
Sub Total	155,292	163,169	169,353	175,753	182,334
Transfers to reserves	341	143	195	188	63
Transfers from reserves	(275)	(347)	(302)	(164)	(139)
Treasury	6,436	5,092	5,678	6,032	6,141
Appropriations Total	6,502	4,888	5,572	6,056	6,065
Total Expenditure Budget	161,794	168,057	174,925	181,809	188,398
Aggregate External Financing (AEF)	(93,229)	(93,229)	(93,229)	(93,229)	(93,229)
Council Tax (MCC)	(54,087)	(56,223)	(58,444)	(60,753)	(63,153)
Council Tax (Gwent Police)	(11,779)	(11,779)	(11,779)	(11,779)	(11,779)
Council Tax (Community Councils)	(2,699)	(2,699)	(2,699)	(2,699)	(2,699)
Contribution to/(from) Council Fund	0	0	0	0	0
EBP		0	0	0	0
Disinvestment		(2,948)	(2,948)	(2,948)	(2,948)
Sub Total Financing	(161,794)	(166,879)	(169,099)	(171,408)	(173,808)
(Headroom)/Shortfall	(0)	1,178	5,826	10,401	14,590

Reserves strategy

- 3.29 Earmarked reserve usage over the MTFP period is projected to decrease the balance on earmarked reserves from £5.48 million in 2019/20 to £5.28 million at the end of 2021/22. Taking into account that some of these reserves are specific, for example relating to joint arrangements or to fund capital projects, this brings the usable balance down to £4.5 million. The general fund reserve is sustained at its current level of £7 million. Separate to this locally managed school budgets carry a net deficit balance of £0.23 million.
- 3.30 The previously approved Reserves strategy sought to ensure that earmarked reserves are not used to balance the budget for ongoing expenditure and that they are instead used to the best effect and impact on one off areas of spend to help the authority transform itself within the new resource levels available to it. The final budget report will contain an assessment of the adequacy of reserves, however, at this stage limited use is being made of reserves.

Next Steps

- 3.31 The information contained in this report constitutes the draft budget proposals that are now made available for formal consultation. Cabinet are interested in consultation views on the proposals and how the remaining gap may be closed. This is the opportunity for Members, the public and community groups to consider the budget proposals and make comments on them. Cabinet will not however, be prepared to recommend anything to Council that has not been subject to a Future Generations Assessment and Equality Impact Assessment and therefore a deadline to receive alternative proposals has been set as 31st January 2020.

- 3.32 Public consultation (to include the formal requirement to consult businesses) and Select Committee Scrutiny of Budget proposals, will take place between the 20th December 2019 and the 31st January 2020.
- 3.33 In the past extensive community engagement had been undertaken around the budget. However, such a large scale public engagement will not be undertaken as budget proposals that see substantive or material service developments will have undergone their own consultation process.
- 3.34 There will however be an opportunity for the community to provide consultation responses via meetings with various consultative fora outlined below and via the website and social media where details of the proposals and consultation events will be published.

School Budget forum – 16th January 2020
Head Teachers conference – 16th January 2020
Unions Joint Advisory Group (JAG) – 20th January 2020
Youth Conference – 24th January 2020
Abergavenny 50+/Access for All group – date to be confirmed
Evening events in north and south of the county – dates to be confirmed

Town and community council cluster meetings:

Chepstow– 15th January 2020
Monmouth – 21st January 2020
Caldicot –23rd January 2020
Usk – 28th January 2020

North Monmouthshire Area Committee – 22nd January 2020

- 3.35 The scrutiny of the budget proposals are key areas of this part of the budget process. The following dates have been set for Select committees:

Adults – 21st January 2020
Strong Communities – 23rd January 2020
Children and Young People – 28th January 2020
Economy and Development – 30th January 2020

- 3.36 Final budget proposals following consultation and receipt of the final settlement will go to a special Cabinet on 19th Feb 2020 and approval of Council Tax and final budget proposals will then take place at Full council on 5th March 2020.

4 OPTIONS APPRAISAL

- 4.1 Directorates are required to consider and outline the options that have been considered for each of the budget savings proposals and pressures identified in this report. The detail is contained in the Appendices.

5 EVALUATION CRITERIA

- 5.1 The means of assessing whether the final budget put in place for 2020/21 has been successfully implemented is undertaken throughout the year via regular budget monitoring and periodic reports to Cabinet and then to Select committees for scrutiny. In

addition regular monitoring of the performance of the Council against service business plans and the Corporate Plan takes place. Taken together these arrangements enable the Council to evaluate its success and progress against its longer term plans within the resources available.

6 REASONS:

6.1 To agree budget proposals for 2020/21 for consultation purposes

7. RESOURCE IMPLICATIONS:

7.1 As identified in the report and appendices

8. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING and CORPORATE PARENTING):

8.1 The future generation and equality impacts of the savings proposals have been initially assessed per budget saving mandate in appendix 3. An overall future generation and equality impact evaluation of the all the proposals has also been undertaken and is contained in appendix 4. This overall evaluation is an early one, applying to budget proposals only at this pre-consultation, pre-decision stage. This analysis will continue to evolve and be updated throughout public consultation and scrutiny.

8.2 The impact on services has been kept to a minimum. Some negative impacts have been identified and a number of mitigating actions are in place or have been identified. Consultation requirements have been identified and are ongoing.

8.3 The actual future generations and equality impacts from the final budget report's recommendations will also be reviewed and monitored during and after implementation.

9. CONSULTEES:

SLT
Cabinet
Head of Legal Services

10. BACKGROUND PAPERS:

Appendix 1: Summary of budget savings and pressures
Appendix 2: Directorate savings and pressure proposals
Appendix 3: Future Generations Evaluations
Appendix 4: Future Generations Evaluation for the overall budget

11. AUTHOR:

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Chief Officer for Resources (acting S151 officer)

12. CONTACT DETAILS:

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Ref	Pressures by Directorate	2020/21 Pressure 0	2020/21 Saving £000
CYP	Children & Young People	2,650	(830)
SCH	Social Care & Health	5,505	(1,013)
ENT	Enterprise	764	(579)
RES	Resources	245	(321)
CEO	Chief Executives Unit	221	(163)
CORP	Corporate Costs & Levies	313	(370)
APP	Appropriations	44	(1,758)
FIN	Financing	0	(2,948)
	Totals	9,742	(7,981)

Ref	Children & Young People	2020/21 Pressure £000	2020/21 Saving £000
PCYP004	Teachers Pension Scheme - increased pension contribution rate	689	
	CYP Teachers pay increase (2.7% less 1%) - Apr to Aug '20	491	
PCYP001	ALN - Mounton House recoupment income shortfall	298	
	ALN - increased placements and increased cost of placements at Independent Schools	338	
	ALN - increased cost of placements at other Local Authorities	41	
	ALN - pressures arising from Authority supporting more children to remain in LA schools	529	
PCYP002	ALN transport pressures	217	
	ALN transport pressures - post 16	47	
CYP001	CYP - 2% reduction in Individual School Budgets		(830)
	CYP Totals	2,650	(830)

Ref	Social Care & Health	2020/21 Pressure £000	2020/21 Saving £000
CSCH006	Myst project - increased investment and impact of ICF funding ceasing	287	
	Childrens Services Looked After Children (LAC) pressure	2,600	
	LAC savings - reduced legal costs		(100)
	LAC savings - additional investment in Myst project		(250)
CSCH003	Adult demographics - adults with disabilities pressure	1,044	
	Disability Services - reduce budget in line with current year demand and forecast		(7)
	My Day My Life - Development of single Monmouth MDML Hub		(15)
CSCH002	Care home and domiciliary provider fee levels - maintaining contractual fee levels	373	
	TWUD (Turning the World Upsidedown) and countywide rollout of commissioning strategy	1,048	
	Fairer charging weekly threshold increases from £70 to £80 generating income following means test		(116)
	Practice change		(150)
Report	Investment in Safeguarding team	153	
SCH001	Renegotiate Severn View section 28A contract sum		(166)
	Service Contract efficiency savings		(20)
SCH004	Fees and charges increases		(189)

Ref	Enterprise	2020/21 Pressure £000	2020/21 Saving £000
SCH Totals		5,505	(1,013)
PENT001	Street Lighting - Energy Increases	25	
Report	Monlife investment (Council report 19/9/19)	98	
Report	Strategic development plan contribution - part-year impact	41	
CENT021	Planning Application income/fee deficit	100	
	Planning & Building Control - Planning Application fee increase - WG set to increase price by 20%		(60)
	Planning & Building Control - Charging customers who wish to amend application during process.		(2)
	Planning & Building Control - Increasing Pre-app fees by 2.5%		(2)
	Planning & Building Control - New income from S106 monitoring fees		(20)
	Planning & Building Control - Increase in L2 Pre-app income - fee increase		(2)
	Planning & Building Control - Staff restructure		(27)
PENT019	Car Parks - Pay & Display Income deficit	183	
ENT010-017	First year implementation costs of car parking proposals - removal of pressure from 19/20		(106)
CENT020	Highways & Flooding - PPA Income deficit	35	
	Highways & Flooding - SAB (Sustainable Drainage Approval Body) income deficit	66	
	Highways & Flooding - ESD Flooding grant deficit	20	
	Highways & Flooding - Charge For Access Markings		(2)
	Highways & Flooding - Charge for Events signing		(5)
	Highways & Flooding - Increase Road Closure Income Budget		(32)
	Highways & Flooding - Increase in Street Name & Numbering Charges (in particular developers)		(5)
	Highways & Flooding - Increase in S50 Licences for Utilities		(15)
	Highways & Flooding - Software savings from new asset management system.		(7)
	Highways & Flooding - Provide design service for drainage schemes		(5)
	Highways & Flooding - Utilising grant to cover staff costs		(10)
CENT022	PTU Catchment change consequences	114	
	Passenger Transport Unit - Private Hire income pressure	50	
	Passenger Transport Unit - vehicle maintenance pressure	20	
	Passenger Transport Unit - PTU - Route Optimisation and workforce planning		(60)
PENT020	ENT - Building Cleaning - Succession Management	12	
ENT008 (19/20)	Waste - Issue "Tax Disc" style permits to all residents with council tax to reduce cross border traffic of waste		(50)
Report	Waste transfer station contract review		(40)
Report	Waste - Close Usk Recycling - dependant on policy approval by cabinet. Open Troy another day.		(40)
ENT019	Highways Operations - Staff Savings - Efficiencies in workforce and reception @ Raglan depot.		(9)
	Highways Operations - Winter Maintenance - Net saving from Route based forecasting software improving pre-salting accuracy.		(5)
	Hwys Operations - Reduction in Plant & Equipment Hire through investment		(3)

	Hwys Operations - Provision of recycled tarmac to other local authorities.		(5)
CFC001	School Meals - School Meals Price increase from £2.45 to £2.50.		(20)
CFC001	Discretionary fees & charges		(48)
	ENT Totals	764	(579)

Ref	Chief Executive's Unit	2020/21 Pressure £000	2020/21 Saving £000
CCEO001	Legal - additional investment in childcare solicitors in response to demand and to lessen need to take external legal advice	125	
	Legal - employment lawyer investment	55	
	Legal services income from Fire and police		(10)
	Offsetting legal costs against capital projects and investment activity		(40)
CEO002 (19/20)	Reduction in annual grant provided to Monmouth CAB		(1)
CCEO002	Technology renewal - increased software licence fees in community hubs, contact centre and community education	41	
	Market and increase take-up of community education courses across all sites		(30)
CEO007	Staffing realignment across policy and governance		(79)
CFC001	Discretionary fees & charges		(3)
	CEO Totals	221	(163)

Ref	Resources	2020/21 Pressure £000	2020/21 Saving £000
PRES001	Energy cost increases	22	
PRES005 18/19	Technology & Systems review - digital savings no longer regarded as achievable	76	
PRES006	SRS core contribution increase	147	
RES001	Senior officer reduction		(100)
RES002	Exchequer savings - removal of cheques		(20)
RES003	Commercial income		(200)
CFC001	Discretionary fees & charges		(1)
	RES Totals	245	(321)

Ref	Corporate Costs & Levies	2020/21 Pressure £000	2020/21 Saving £000
Full Cost budget briefing note	Fire precept increase - based on indicative increase notified	199	
Full Cost budget briefing note	Insurance renewals - increase in premiums (half yr effect from 19/20)	114	
	Investments - Corporate Plan	TBC	

Full Cost budget briefing note	Freeze pension contribution rate at 23.1% for next two years		(370)
Corporate Costs & Levies Totals		313	(370)

Ref	Appropriations	2020/21 Pressure £000	2020/21 Saving £000
Full Cost budget briefing note	Net Minimum Revenue Provision (MRP) increase based on additional activity		(204)
Full Cost budget briefing note	Additional borrowing in respect of Future schools tranche A, DFGs, and sewer plants	44	
2019-20 Budget approval	Interest Receivable		(1)
Full Cost budget briefing note	Earmarked Reserves review - reduction in Treasury Equalisation reserve		(400)
<i>Costs funded via capitalisation direction:</i>			
Full Cost budget briefing note	Corporate redundancy provision		(400)
Report Cabinet Capital MTFP 20/9/19	Mounton House recoupment income loss and repayment of reserve funding for inclusion centres		(348)
Full Cost budget briefing note	School based redundancy provision		(300)
Report Cabinet Capital MTFP 20/9/19	Safeguarding team - one-off investment in recruitment & training		(45)
Report Cabinet Capital MTFP 20/9/19	Lead officer - workforce development		(60)
Appropriations Totals		44	(1,758)

Ref	Financing	2020/21 Pressure	2020/21 Saving
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		£000	£000
Report	Council tax base increase based on forecast housing completions - as per CT1 form		(322)
	AEF increase - revised assumption from -1% to 0%		(900)
Full Cost budget briefing note	AEF funding - assumed 100% WG funding of teachers pay increase - Apr to Aug '20		(491)
	AEF funding - assumed 100% WG funding of teachers pension increase		(689)
	Council tax increase to 4.95% (from 3.95%)		(509)
Full Cost budget briefing note	Disinvest from top-up on discretionary business rate relief scheme		(37)
	Financing Totals	0	(2,948)

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Appendix : Individual mandates for Pressures and Savings

Pressure Title:	Pay award and teachers pension contributions	Lead/Responsible Officer:	Nikki Wellington
Your Ref No:	PCYP004	Directorate:	CYP
Version No:	0.1	Section:	Support Services
Date:	11/12/2019		

1. Pressure Description

Why is this pressure required?

Following a recent valuation of the teachers' pension, the employers contribution is anticipated to increase from 16.5% to 23.6%. Full funding was provided to schools for 2019-20 and the proposal is to fully fund the additional 5 months of pressure from April 2020 to August 2020. This will ensure that school budgets have been afforded the full pressure in their budgets. In addition to this the average pay increase for our teachers was 2.7% which is above the funding already provided in the medium term financial plan. Therefore the proposal is to provide additional funding to ensure that the pay award is met in full.

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

What is the evidence for the pressure? How has it been estimated?

The evidence is the national teachers pay award and pension increases. This has been used to estimate the costs for each school.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies	Target year				Total pressure proposed
				20/21	21/22	22/23	23/24	
Pension pressure	£784,000	£689,000		£689,000				£689,000
Teachers Pay award	£0	£491,000		£491,000				£491,000

2. Objectives of Investment

What are the objectives of investing in the identified pressure?

The objective is to ensure that schools receive adequate funding to be able pay the pension increase and meet the pay award for teaching staff.

Expected positive impacts

- Meet the pension pressure in full
- Meet the pay award in full
- Maintain current staffing ratios.

Expected negative impacts

- The increased pressure of the service will continue to add to the pressure on the wider budgets of MCC and may lead to savings to be met elsewhere.

3. Actions required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required 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 proposal.

Action	Officer/ Service responsible	Timescale
Both these pressure are as a result of national decisions and therefore they need to be met. MCC, along with all the Local Authorities in Wales will continue to lobby Welsh Government for funding to meet these.		

4. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposed successfully. For example new expertise etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
None		

5. Consultation

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
Name	Organisation/department	Date
No		

Will any further consultation be needed?		
Name	Organisation/ department	Date
Headteachers	MCC Heads Meetings	16 th January 2020

6. Measuring performance on the proposal

How do you intend to measure the impact of the investing in the pressure identified? 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 proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
School budgets	Level of school balances for 2020-21				

7. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, 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 risks.

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
Risk costs will continue to increase.	Operational	Budget pressures in recent years	Medium	Request for funding from Welsh Government.

8. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Pension contribution remains static	The fund has just been valued and therefore it is assumed that the valuation accounts for current and known future pressures	National decision
Pay award remains at 2.7%	Awarded on a national basis annually from 1 st September. Future pay award is not known	National decision.

9. Monitoring the pressure proposal

The pressure proposal will 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 pressure proposal, including the performance being achieved and the level of impact.

Pressure Title:	Additional Learning Needs	Lead/Responsible Officer:	Jacky Elias
Your Ref No:	PCYP001	Directorate:	CYP
Version No:	0.1	Section:	Additional Learning Needs
Date:	04/12/2019		

1. Pressure Description

Why is this pressure required?

The budgets for Additional Learning Needs has seen a substantial pressure in demand for support for pupils. This demand includes requests to support pupils from an earlier age and pupils that are continuing their education into post 16.

The pressures are detailed below:

- £338,000 for placements in independent schools
- £41,000 for placements in other Local Authority schools
- £529,000 for supporting pupils in Monmouthshire schools.
- £298,000 Recoupment income for Mounton House

The pressure for independent school is a combination of both increase in placement costs and the number of pupil attending these settings. The latest data indicates there have been 4 new placements from September, with another 4 forecast to start before Christmas. Three have seen changes in their provision which has resulted in additional costs.

The pressure for other Local Authorities schools is a result of 10 new pupils and 9 pupils changing their provision.

ALN colleagues have worked with schools to look at the resources available and the provision, examples of this is small group provision as opposed to one to one support where appropriate. Schools are already required to use 5% of their delegated budgets to support pupils with additional learning needs and this pressure is in addition to this.

In addition to the above, there is a pressure of £298,000 for the recoupment income for Mounton House. This will be a result of less pupils being admitted as a result of the designation of the school and the proposal to close the school on the 31st August 2020.

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

What is the evidence for the pressure? How has it been estimated?

The evidence is the pupil information updated monthly. The estimate is based on the annual forecast for each of these pupils.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies	Target year				Total pressure proposed
				20/21	21/22	22/23	23/24	
Independent Schools	£1,450,638	£338,000		£338,000				£338,000
Other LA's	£1,528,750	£41,000		£41,000				£41,000
School Action Plus	£648,000	£529,000		£529,000				£529,000
Recoupment Income	£1,140,024	£298,000		£298,000				£298,000

2. Objectives of Investment

What are the objectives of investing in the identified pressure?

The objective in investing in these pressures is to allow the pupils currently receiving funding for support to continue to receive that support.

Expected positive impacts

- Maintaining pupils in their current placements.
- Supporting our school to continue to meet the needs of pupils with Additional Learning Needs.
- Maintaining the education standards for these pupils.

Expected negative impacts

- The increased pressure of the service will continue to add to the pressure on the wider budgets of MCC and may lead to savings to be met elsewhere.

3. Actions required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required 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 proposal.

Action	Officer/ Service responsible	Timescale
The service is currently being reviewed, this review has recommended the closure of Mounton House and the establishment of inclusion centres at our secondary schools	Jacky Elias / Richard Austin	Completed in September 2020.
Review of the delegated funding to schools for Additional Learning Needs with a proposal to increase the delegation	Jacky Elias / Nikki Wellington	Completed in September 2020.

4. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposed successfully. For example new expertise etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
None		

5. Consultation

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?

Name	Organisation/department	Date
No		

Will any further consultation be needed?

Name	Organisation/ department	Date
Review of delegated ALN funding for schools	Schools / Cabinet	January/February 2020

6. Measuring performance on the proposal

How do you intend to measure the impact of the investing in the pressure identified? 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 proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Additional Learning Needs	No budget overspend for 2020 / 21				

7. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, 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 risks.

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
Risk costs will continue to increase.	Operational	Budget pressures in recent years	High	Challenge of budget pressures. Working with schools to maintain support in schools. Train and up skill staff to provide support. Working with schools to look to delegate greater funding for schools to control to meet need.

8. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Pupil Numbers	This assumes that the relative pupil numbers will remain relatively static.	Jacky Elias
Placement costs	This assumes that the placement costs will remain static and the proportion of pupils attending each provision also remain static	Jacky Elias

9. Monitoring the pressure proposal

The pressure proposal will 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 pressure proposal, including the performance being achieved and the level of impact.

Pressure Title:	ALN transport including Post 16	Lead/Responsible Officer:	Jacky Elias
Your Ref No:	PCYP002	Directorate:	CYP
Version No:	0.1	Section:	ALN
Date:	04/12/19		

1. Pressure Description

Why is this pressure required?

This pressure reflects the increased costs in providing transport for pupils with Additional Learning Needs, both in compulsory education and those continuing post 16.

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

What is the evidence for the pressure? How has it been estimated?

This is based on current pupil numbers and forecast numbers of pupils in 2020-21. It is the forecast pupils with an estimated cost of the routes

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies	Target year				Total pressure proposed
				20/21	21/22	22/23	23/24	
ALN transport – Compulsory Education	£1,184,351	£217,000		£217,000				£217,000
Post 16 transport costs	£55,000	£47,000		£47,000				£47,000

2. Objectives of Investment

What are the objectives of investing in the identified pressure?

The objective in investing in these pressures is to allow the pupils currently receiving funding for support to continue to receive that support.

Expected positive impacts

- Maintaining pupils in their current placements.
- Supporting our school to continue to meet the needs of pupils with Additional Learning Needs.
- Maintaining the education standards for these pupils.

Expected negative impacts

- The impact on the increase pressure will have on the wider Monmouthshire budgets, requiring other services to make savings.

3. Actions required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required 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 proposal.

Action	Officer/ Service responsible	Timescale
Review of the current transport arrangements to see if a more economic model can be developed.	Jacky Elias	1 st and 2 nd quarter 2020
Review of the current risk assessments for pupils to see if efficiencies can be made from sharing transport rather than transporting in individual taxis.	Jacky Elias	1 st and 2 nd quarter 2020

4. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposed successfully. For example new expertise etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Support to work with ALN team to risk assess those pupils and to make recommendations regarding arrangements	Consultancy / external support	

5. Consultation

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
Name	Organisation/department	Date
No		

Will any further consultation be needed?		
Name	Organisation/ department	Date
	When the arrangements are finalised then parents and schools will need to be told the effect on their children	August 2020

6. Measuring performance on the proposal

How do you intend to measure the impact of the investing in the pressure identified? 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 proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Budget	Reduction in budget Spend	£0 overspend			
Customer	Parents satisfied with new arrangements	Number of comments / complaints			

7. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, 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 risks.

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
Arrangements cannot be changed to reduce the costs.	Operational	The budget pressure has been increasing in recent years.	High	Review of the transport provided and the current policy to ensure that the best use of resources.

8. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Pupil number remain static	This pressure only includes the current pupil known about. If there were an increase in the number of pupils this may lead to increased costs.	Jacky Elias / Matt Jones
Routes remain the same	It is assumed that the routes will remain as current, should the number of routes increase or change this may result in additional costs.	Jacky Elias / Matt Jones

9. Monitoring the pressure proposal

The pressure proposal will 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 pressure proposal, including the performance being achieved and the level of impact.

Proposal Title	Individual Schools Budget – saving	Lead/Responsible Officer:	Nikki Wellington
Your Ref No:	CYP001	Directorate:	CYP
Version No:	0.1	Section:	Finance
Date:	02/12/19		

Version	Date	Changes Made
0.11	02/12/19	Initial Mandate
2		
3		
4		

Brief Summary (Please include a brief description of the proposal being explored)

The proposal is to reduce the Individual Schools Budget by 2%, (£830,000). This reduction is applied prior to the additional pension costs and pay award has been provided to the schools. Furthermore, this saving excludes funding used to support pupils with additional learning needs.

Once the pressures have been afforded the overall budget would increase by £1,591,437 but this would see a real term pressure on the ISB of £830,764 which would result in schools having to save on average 2%

Please answer the following questions and provide as much information as you have available at this stage of the proposals development. It is appreciated that further information will be developed prior to final approval of submitted proposals.

Question	Y/ N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	The proposed saving excludes the funding for our most vulnerable learners and affords the schools the pressures for the increased pension and the payroll costs
Has this proposal been included in your current Service/Business Improvement Plans?	N	At the point of writing the business plans this proposal was not considered.
Has a Future Generation Evaluation been commenced?	N	
How will this proposal address MCC's Climate Emergency commitment?		This will not address the climate change emergency.
Is an Option Appraisal required?	N	

(Please refer to MCC Standard Option Appraisal Process/Template)																																												
What is the impact of this proposal on other services?		<p>Whilst we do not foresee any specific impacts on other services there are risks associated with reducing the ISB.</p> <p>There is a significant likelihood that Governing Bodies will apply even more rigorous budget monitoring and seek to make other efficiencies through different procurement routes such as grounds maintenance and technology support from the SRS.</p> <p>There is a risk (unquantified at the moment) that a reduction in the ISB could lead to a reduction in staffing levels and greater workload issues for remaining staff.</p>																																										
What other services will affect this proposal?		None																																										
Will this proposal require any amendments to MCC policy?	Y	<p>Two amendments to the funding formula are required as a part of this support package.</p> <p>i) There is a requirement to re-enable the authority to make loans to schools</p> <p>ii) The policy needs to be amended to ensure that the costs of detriment protection are met by the schools rather than the local authority</p>																																										
Will this proposal have any staffing implications?	Y	As a result of this there may be a need for schools to make staff redundant. However it will be the Governing Body that would need to decide how to make the savings.																																										
Will this project have any legal implication for the authority?	N	None																																										
Will this proposal have any financial benefit?	Yes	<table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>23/24</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>ISB saving</td> <td></td> <td>£830K</td> <td></td> <td></td> <td></td> <td>£830K</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Additional Comments:</p> <div style="border: 1px solid black; height: 80px; width: 100%;"></div>	Description	Remainder of 19/20	20/21	21/22	22/23	23/24	Total	ISB saving		£830K				£830K																												
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		<p>Additional Comment:</p> <p>None required.</p>																									
Has this proposal considered the opportunities for external funding?	N	<p>The funding of schools is a statutory requirement of local authorities. Schools attract additional grant funding outside of the ISB, primarily through the funding flows through the Education Achievement Service (EAS).</p>																									
Will this proposal have any non-financial impacts?		<table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>In seeking to mitigate the reduction in the ISB schools could collaborate to reduce their costs. Examples include, but are not limited to the use of shared Headteacher posts and shared support services.</td> </tr> <tr> <td>2</td> <td></td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Possible increased redundancy costs.</td> </tr> <tr> <td>2</td> <td>Possible staffing reductions</td> </tr> <tr> <td>3</td> <td></td> </tr> <tr> <td>4</td> <td></td> </tr> </tbody> </table> <p>Additional Comment:</p>						Ref	Benefit	1	In seeking to mitigate the reduction in the ISB schools could collaborate to reduce their costs. Examples include, but are not limited to the use of shared Headteacher posts and shared support services.	2		3		4		Ref	Disadvantage	1	Possible increased redundancy costs.	2	Possible staffing reductions	3		4	
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Has a risk analysis been completed for this proposal? (Please refer to MCC Strategic Risk		<p>Main Risks</p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>7</td> <td>Possibility that needs and capabilities of learners are not sufficiently addressed and consequently, they do</td> <td>Amber</td> <td>Working with schools to help to make the savings required. This will include support from the</td> </tr> </tbody> </table>						Ref	Risk	RAG Rating	Mitigation	7	Possibility that needs and capabilities of learners are not sufficiently addressed and consequently, they do	Amber	Working with schools to help to make the savings required. This will include support from the												
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Will consultation and engagement be required for this proposal?	N																															
Will this proposal require procurement of goods, services or works?	N																															
Has a timeline been considered for this proposal?	Y	<table border="1"> <thead> <tr> <th>Ref</th> <th>Activity</th> <th>Start</th> <th>Complete</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Ref	Activity	Start	Complete													<p>Additional Comments: This will form part of the budget consultations for the local authority but will also be communicated direct to schools via our usual meetings</p>													
Ref	Activity	Start	Complete																													
What evidence/data has been gathered to date to inform this Proposal?		<p>The ISB for the current financial year (2019-20) increased to fully fund the pay award and the increase in the pension costs. This did result in an uplift for the ISB in absolute terms to afford the increasing costs.</p> <p>This proposal will still afford schools the funding for the pay award and pension but see a reduction on the total funding excluding the funding for additional learning needs.</p>																														

		<p>The detail for a sample of individual schools is outlined below, these are all based on January 2019 pupil numbers:</p> <p>Monmouth Comprehensive:</p> <p>Pressure for pension and pay £246,551 Increased funding to meet pressure £246,551 2% saving required by school £99,175</p> <p>King Henry School:</p> <p>Pressure for pension and pay £185,878 Increased funding to meet pressure £185,878 2% saving required by school £74,140</p> <p>Chepstow School:</p> <p>Pressure for pension and pay £120,779 Increased funding to meet pressure £120,779 2% saving required by school £65,089</p> <p>Caldicot School:</p> <p>Pressure for pension and pay £219,014 Increased funding to meet pressure £219,014 2% saving required by school £92,939</p> <p>A N Other 210 Primary School:</p> <p>Pressure for pension and pay £32,308 Increased funding to meet pressure £32,308 2% saving required by school £13,263</p>																				
<p>Will support services be on required for this proposal?</p>		<table border="1" data-bbox="491 1155 1366 1303"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p>Additional Comment:</p> <div data-bbox="491 1330 1366 1469" style="border: 1px solid black; height: 60px;"></div>	Ref	Support Service	Activity	Internal/External																
Ref	Support Service	Activity	Internal/External																			
<p>Will this proposal impact on the authorities built assets?</p>	<p>Y</p>	<p>There may be a choice made by some schools not to spend allocated funding on maintenance issues this could present a risk of deterioration in assets.</p>																				
<p>Will this proposal present any collaboration opportunities?</p>	<p>Y</p>	<p>There will be opportunities for schools to collaborate to share costs were applicable.</p>																				
<p>Will this project benefit from digital intervention?</p>	<p>N</p>																					
<p>How will the impact of this</p>		<p>The proposal will be measured by monitoring the school budgets and the impact it has on the deficits both collectively and for individual schools.</p>																				

proposal be measured?		There will be an ongoing monitoring on the outcomes achieved by all schools and whether this reduction has a detrimental impact.
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Proposal Title	Managing the budget pressure within Children's Services	Lead/Responsible Officer:	Jane Rodgers
Your Ref No:	CSCH006	Directorate:	SCH
Version No:	1	Section:	Children's Services
Date:	4/12/19		

1. Proposal Description Please include a brief description of the proposal being explored and the core objectives. Please also include supporting evidence for the identified saving and/or pressure

There is a projected £2.6M overspend for 2019/20 which will continue into 2020/21, as a result of increasing demand, with the LAC population rising from 173 at the start of this financial year (1st April 2019) to 197 at month 7 (31st October 2019). During the year we have had 4 new high cost residential placements, and the average LAC annual unit cost has increased to £44,000, with the annual unit cost for a residential placement at £300,000.

With the increase in demand not only drives up the provision costs, but also all the support costs such as contact, legal, staffing and transportation, all of which are in overspend situations as at month 7 2019/20.

However, the present 2019/20 overspend projection has been offset by some one-off in-year funding of £234,000 from the Intermediate Care Fund and £90,000 from Transformation funding derived from Health, which makes the 2019/20 projected overspend £2,924,000 going into 2020/21. Please see the risks section as a decision has been taken not to recognise these one off funding streams as a pressure on the premise that further negotiations can be had with Health to access equivalent amounts in 2020/21.

This mandate proposes how operational activity might effect a *best case scenario* on the budget pressure through:

1. High Cost Placement Review and Progression work to look at individual cases where there may be opportunity to get both better outcomes for the child / young person AND generate cash savings.
2. Reduction in legal costs through reducing the need to send work to private practice and reducing the reliance on Counsel in Court, estimated by Matt Phillips the Head of Law at a saving of £100,000

A worst and most likely case scenario is also considered in section 7.

In addition we are adding in the MyST team and bringing forward the £184,000 pressure from 2021/22 to 2020/21. We are also proposing to add a further £103,000 to this pressure to increase the staffing structure to create additional capacity within the MyST team to:

- Take on new cases as demand grows to avoid expensive out of county residential placements, which is a cost avoidance strategy and;
- Identify and bring back suitable current out of county placements to reduce costs, as part of the high cost placement review.

Therefore the total additional cost pressure for MyST for 2020/21 will be £287,000.

A table below illustrates the value of this combined mandate: -

2019/20 Current overspend at month 7	£2,600,000
MyST pressure	£287,000
LESS Legal savings	(£100,000)
MyST/High cost placement review	(£250,000)
TOTAL	£2,537,000

2. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
Children's		2,887,000		2,887,000				

MyST/High Cost Placement Review			(250,000)	(250,000)				2,537,000
Legal			(100,000)	(100,000)				

3. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)

4. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan?	Y	Supporting Looked After Children get the best start in life
Has this proposal been included in your current Service/Business Improvement Plans?	Y	
Has a Future Generation Evaluation been commenced?	Y	
How will this proposal address MCC's Climate Emergency commitment.?	Neutral	
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	N	
Will this proposal require any amendments to MCC policy?	N	

5. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?

6. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	Yes	Yes through identified changes within legal services

7. Key actions required to deliver this proposal

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). 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 proposal.

Action	Officer/ Service responsible	Timescale
Operational activity regarding the care and progression planning for individual children and young people monitored through monthly meetings	Jane Rodgers	As per individual case
Restructure and recruitment within legal services	Matt Phillips	
Negotiate with Health for similar funding of £324,000 obtained in 2019/20	Julie Boothroyd	

8. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example new expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Business and Practice support for high cost placement review work	In-house	

9. Consultation

Describe any initial consultation that has been undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)

10. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 3 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

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
LAC continues to increase at current trend	Operational	If the LAC population increases by the current trend this will mean an increase in 25 children	Pressure plus unit LAC cost @ 25 children equates to 25 at £44,000 = £1,100,000 MEDIUM RISK (worst case scenario)	ACT, BSF and full range of family support offer at all tiers as per CS plan Increase fostering Sufficiency
A new cohort of children with complex needs continue to require placements	Operational	There are at least 6 children with complex and escalating needs whom we are attempting to maintain within current placements through	Pressure remains the same £2,537,000 MEDIUM RISK	MyST deployed in preventing placement breakdown for children with complex and escalating needs ACT deployed in preventing placement breakdown for children with complex and escalating needs

		intensive support and increased support plans	(most scenario) likely	System in place to track and identify this cohort of children i.e. with complex / escalating need so that a preventative approach can be adopted as early as possible.
High cost placement review and progression work is not achieved in some or all of cases.	Operational	Risks / barriers are identified within each case and are highly dependent on a range of case related issues including: <ul style="list-style-type: none"> - Availability of appropriate alternate provision - Best interests of children 	Pressure remains the same MEDIUM RISK at £250,000	Continue to implement high cost placement progression and review work
Obtain £324,000 of similar funding for 2020/21	Strategic	We have been successful in obtaining one off funding in 2019/20, decision taken to work on obtaining similar funding for 2020/21	HIGH RISK at £324,000	Negotiate with Health to obtain funding similar to that of 2019/20
All 4 of the above happen			VERY WORST CASE SCENARIO will cost £4,211,000 LOW RISK	

11. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Negotiation of additional funds from Health for 2020/21	Based on one off funds in 2019/20 successfully obtained	Peter Davies

12. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? 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 proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Reduction in residential placements					
Reduction in cases going out to private law					
Reduction in legal spend on counsel					

The proposal will 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 pressure proposal, including the performance being achieved and the level of impact.

13. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	Y	With health, education, potentially housing, potentially SP
Will this project benefit from digital intervention?	N	

Proposal Title	Adults with Disabilities	Lead/Responsible Officer:	Eve Parkinson/Ty Stokes
Your Ref No:	CSCH003	Directorate:	SCH
Version No:	1	Section:	Adults
Date:	3/12/19		

1. **Proposal Description** Please include a brief description of the proposal being explored and the core objectives. Please also include supporting evidence for the identified saving and/or pressure

1. **£1,044,000 pressure due to the additional in year placements as a result of ageing parents, move towards greater independence and demand for residential and/or college placements.** To date as at month 7 outturn for 2019/20 we have had an additional 8 high cost placement in excess of £1,000 per week, which makes a total of 36 to date in excess of £1,000. This budget has demand from transitional children moving into adulthood. There are added pressures trying to get Continuing Health Care funding from Aneurin Bevan University Health Board and once funding is agreed, there is often a dispute around when Health should accept the placement and consequently the cost.

To offset the above pressure we are proposing the following savings: -

2. To align the non- staffing element of the S128 budget relating to the My Day My Life Services to reflect savings derived from the relocation of one service to premises with lower rental and business rates costs. There is no anticipated negative impact to this proposal and the non-staffing budgets will have sufficient funds to support the on-going premises costs. It is proposed that this will deliver a saving of £15,000.
3. To reduce the Disability Services Budget (S115) in line with projected spend for 2019/2020. This budget has historically been used to support strategic and service development initiatives and operational expenditure such as specialist equipment, furniture or adaptations. The spend has reduced over the last few years as a result of improved operational efficiency across the disability services area which has enabled the service to fund directly from their operational budgets. Therefore, the anticipated level for the forthcoming years is reduced and the proposal is to reduce the budget by £7,000 to reflect this.

2. **Budget Impact** In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
Adult	32,512,293	1,044,000		1,044,000				1,022,000
			(15,000)	(15,000)				
			(7,000)	(7,000)				

3. **External Funding:** Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)

4. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	
Has this proposal been included in your current Service/Business Improvement Plans?	Y	
Has a Future Generation Evaluation been commenced?	Y	
How will this proposal address MCC's Climate Emergency commitment.?	N	
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	N	
Will this proposal require any amendments to MCC policy?	N	

5. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
1. Adults with Disabilities	Younger adults with learning and physical disabilities	Positive
2. My Day My Life	None	Positive
3. Disability Service	None	Positive

6. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	N	

7. Key actions required to deliver this proposal

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). 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 proposal.

Action	Officer/ Service responsible	Timescale

8. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example new expertise that will require additional investment etc.

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

9. Consultation Describe any initial consultation that has been undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
DMT	SC&H	02/10/19 and 4/12/19

10. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 3 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

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

11. Assumptions

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

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

12. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? 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 proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24

The proposal will 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 pressure proposal, including the performance being achieved and the level of impact.

13. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	

Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

Proposal Title	Adults Service Delivery	Lead/Responsible Officer:	Eve Parkinson/Ty Stokes
Your Ref No:	CSCH002	Directorate:	SCH
Version No:	1	Section:	Adults
Date:	3/12/19		

1. **Proposal Description** Please include a brief description of the proposal being explored and the core objectives. Please also include supporting evidence for the identified saving and/or pressure

1. Each year we engage with the care provider market to understand their costs, margins and pressures they expect. For the past 4 years we have built in a pressure due to the rise in living wage following the then Chancellor in 2015 committing to a year on year increase until 2019/20. No further announcement has been made on how the living wage will increase past 2019/20, however CPI is running at 1.7% as at the end of September 2019 and we are contractually obliged to meet with providers and consider how cost pressures affect them in agreeing our rates of pay. The pressure amounts to £373,000.
2. Domiciliary care across the UK is mainly a traditional model of care and support; providing time allocated personal care to people unable to manage independently. There is a growing acknowledgement across the sector that the traditional model of time allocated slots to provide personal care tasks is outdated and requires remodelling. We have evidence that the current system can lead to less person centred outcomes, difficulties in carer recruitment and providers struggling to continue to operate.
Over the last year, we have seen a decrease in the level of capacity providers have to meet demand and an increase in the number of people waiting for care at home services. A number of national providers with whom we contract have pulled out of areas of the county, as they are unable to sustain sufficient levels of recruitment and retention. This position is not unique to Monmouthshire, Councils across Wales are struggling to secure sufficient care at home and many are trying to change the current task and time model to one which is person centred and consistent with the aspirations of the Social Services and Wellbeing Act 2014
To transform this traditional model we have embarked upon our programme of Turning the World Upside Down. We recognised that the Council could not and should not do this alone and needed to develop a new model with providers; requiring us to work in a fundamentally different way. We have built meaningful relationships and come together to design a genuinely co-produced model of support, which achieves better outcomes for people. This co-produced new model of care has an agreed System Design, a set of Operating Principles and Relationship Principles, which will underpin the Turning the World Upside Down approach :
Patch based – to allow a flexible response for people
Providers integrated into Health and Social Care teams
Finding Individual Solutions Here (FISH)/Discharge Liaison Nurse agree the most appropriate expertise to send – including a provider
Providers have access to FLO, the Authority’s current care recording system.
Support is based on what matters, and builds on existing networks and community assets – not time and task
Predictable payments based on patch
Providers support each other if capacity is reached
There is a common measurement system – based on what matters to citizens
Quality assurance is based around the use of the measurement system.
We have also rigorously progressed and achieved key successes with the themes set out in the Turning the World Upside Down Design, including:
Co-producing 12 patches through the Turning the World Upside Down Leadership Group.
Using a rational approach; taking account of key factors affecting the costs of delivering care at home through the Turning the World Upside Down model, we have arrived at a price per patch and are now able to provide a price per patch based on contemporary data.
Whilst we are yet to move to formal integration, across the integrated teams, providers meet regularly with the care team in a solution-focused way to consider capacity issues and work together to address these.
The Leadership Group has also agreed an approach which, enables organisations to reduce and increase packages of care themselves if outcomes can still be met, families are willing and it is appropriate.
Providers are piloting the use of FLO. This is underpinned with a co-produced Information Sharing Protocol.

A Common Measurement System and an agreed means of measuring against this has been co-produced.

Our reflections of progress towards the implementation of Turning the World Upside Down to date gives us confidence that we are making significant progress iteratively as we develop and understand the model better. The key remaining elements to implement are:

- Working in patches,
- Making predictable payments by patch
- Supporting people with what matters.

By implementing these three elements next, we will be able to fully test the whole Turning the World Upside Down concept in real time. We will do this over a reasonable period (three years) and during this will be able to tailor and refine the model and generate high levels of engagement.

In moving towards the next stage of the implementation, we recognise that there will be a staff related cost pressure in respect of this new way of working. The pricing model takes accounts of factors including:

- National living wage levels
- NI contributions
- Pensions costs
- Rurality
- Market pressures
- Training
- Travel

This mandate relates to the pressure arising from the additional factors of the Turning the World Upside Down pricing model only. A separate pressure mandate has been produced in respect of annual uplifts for all commissioned adult services, which includes the care at home costs relating to non-staff cost increases. The associated cost pressure is £1,048,000.

To offset the above pressures we are proposing the following savings within Adult Services: -

3. Within Adult Services there has been a direction of travel for Practice Change since 2012/13. The first saving mandate was submitted in 2013/14 putting forward savings as a result of Practice Change which has continued right up to the last MTFP and resultant budget allocation of 2019/20. This mandate saving is looking at potential to push the Practice Change agenda into a further year being 2020/21 and explore the viability of further efficiencies, by capitalising on current work and direction to date, with prediction of savings totalling £150,000.
4. Additional income if the Government increased the current maximum weekly cap on non-residential charges from the current £90 per week to £100 per week from 1st April 2020. This proposal is in line with the Government pledge to increase the maximum weekly cap and Local Authorities across Wales have been contacted by Welsh Government officials to ask for data for Ministerial consideration. If the maximum weekly cap is increased to £100, our modelling suggests there will be an additional annual income stream for 2020/21 of £116,000.

2. **Budget Impact** In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
Adult	32,512,293	373,000		373,000				1,155,000
		1,048,000		1,048,000				
			(150,000)	(150,000)				
			(116,000)	(116,000)				

3. **External Funding:** Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)

4. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan?	Y	
Has this proposal been included in your current Service/Business Improvement Plans?	Y	
Has a Future Generation Evaluation been commenced?	Y	
How will this proposal address MCC's Climate Emergency commitment.?	N	
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	N	
Will this proposal require any amendments to MCC policy?	N	

5. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
4. Provider fee uplifts	Care providers and the clients they support	Positive
5. Turning the World Upside Down	Care providers and the clients they support	Positive
6. Practice Change	Service users	Both
7. Increase in non-residential maximum weekly charge cap	Service users	Can be both

6. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	N	

7. Key actions required to deliver this proposal

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). 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 proposal.

Action	Officer/ Service responsible	Timescale
Engage with providers to understand the market cost pressures	Ceri York/Nicola Venus Gabolin/Ty Stokes	January 2020
Engage with providers re plans to implement TWUD prototype over 3 years	Ceri York/ Shelley Welton	Dec 19-March 2020

Implement 2 stage plan	Ceri York/ Shelley Welton/ Jill Jones /Annette Brady/ Coli Richings/Nikki Needle	April 2020 – March 2023

8. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example new expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Support to implement Common Measurement System and on – going management and monitoring within Integrated Services	TBA	

9. Consultation Describe any initial consultation that has been undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
DMT	SC&H	02/10/19 and 4/12/19

10. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 3 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

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
Providers reluctant to adopt new model of care at home	Strategic & Operational	Totally new way of working which will require organisational and cultural change	Low	Continue co-production ethos and on-going engagement with providers to implement TWUD prototyping
Predicable pricing model not attractive	Operational	Provisional rate is less than some providers spot purchase rate	Low	New model fundamentally more attractive and offsets some of the risks currently reflected in higher spot rates. Predicable payments brings longer term financial security.

11. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Maximum weekly cap will be increased	In line with Government pledge and current engagement by Welsh Government officials	Minister for Social Care and Health

12. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? 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 proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24

The proposal will 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 pressure proposal, including the performance being achieved and the level of impact.

13. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	Y	The present digital care prototype may present opportunities than can assist to deliver practice change

SUBJECT: Review of Adult Safeguarding Service, and the Wider Safeguarding Business Administration

DIRECTORATE: Social Care & Health

MEETING: DMT

Date: 13th November 2019

1. PURPOSE:

- To review the Adult Safeguarding Team role and function in light of Legislative changes and the statutory duty for Monmouthshire
- To present the pressures currently impacting performance and quality issues
- consider Safeguarding Business Support needs of the wider Authority and the Safeguarding Unit to ensure quality standards, collation of information and the facilitation of Corporate Safeguarding
- To present the evidence base and business cases to support the proposals.

2. RECOMMENDATIONS:

- Support Adult Services teams in resuming the responsibility of Designated Lead Manger's of the Adult Safeguarding process
- To increase the establishment of Adult Co-ordinator posts and introduce a Screening Officer post to manage increased capacity and develop quality assurance;
- To restructure Safeguarding Unit Business Administration to bring parity, increase quality standards and create contingency;
- To build on existing post to develop a Safeguarding Business Manager post to manage the facilitation of Whole Authority Safeguarding business, and to develop and manage compliant business support processes across the Safeguarding Unit.

3. KEY ISSUES

3.1 Background

In October 2013 Directorate Management Team (DMT) considered a report, which identified some significant risks around the county's ability to deliver the Welsh Guidance for Protection of Vulnerable Adults (POVA). In 2012-2013 Monmouthshire received **145** adult protection referrals. The areas of concern identified in the report included, alongside others, the following:

- Increased demands on the POVA rota (undertaken within Service teams) leading to overload on an already fragile arrangement;
- Changes in the personnel providing the Designated Lead Manager (DLM) function has diluted expertise.

At that time, DMT agreed to:

- Immediate increase in staffing;
- Change to the way the flow of work into the authority was managed;
- Review the model in Monmouthshire to address areas of concern as above.

Subsequently, on 12th November 2014, a cabinet paper titled Adult Safeguarding Review and Restructure was presented. The purpose of this was to share a review of the Adult Safeguarding Service, the model required for moving forward and to outline the resource implications for decision. The paper recommended a funding proposal to stabilise and improve the Adult Safeguarding service which included establishing:

- a full time Team Manager post;
- 2 full time senior practitioners to act as Adult Protection Co-ordinators, (increase of 42 hours);
- 2 full time administrator posts (increase of 37 hours).

As a result of this:

- the functions of screening referrals and the Designated Lead Manager (DLM) role (taking forward the POVA referral) have been separated, removing the daily Screening Rota from the teams;
- The secure e-mail account designated Adult Protection was the access point for all referrals, which were then screened by using the All Wales Threshold

Tool to decide whether to progress via POVA or via case management services, thus providing a consistent screening process;

- The expectation was that following screening the management of the Safeguarding process would mostly be undertaken at locality team level by a virtual team of DLM's. Referrals screened and agreed to be the responsibility of Health professionals would be managed by Health Board DLMs;

The role of the Adult Safeguarding Team was to support this function by:

- quality assurance of process and decision taking;
- offering expert knowledge and insight;
- undertaking a wider number of non-criminal investigations.

Current Staffing and Roles

Following consideration of resource implications, staffing was adjusted to:

- 1 x Full Time Manager;
- 2 x 30hr Co-ordinator;
- 2 x 30hr Administration support.

3.2 Widening of Safeguarding Profile in Monmouthshire

a) Statutory Wales Adult Protection Procedures: Following the SSWA 2014 Gwent Adult Safeguarding Board was established, with Subgroups to develop Safeguarding Practice across Gwent and meet statutory requirements relating to Procedures and Protocols, Adult Practice Reviews, and Training and Development. The Adult Safeguarding manager is now a key part of the Local Safeguarding Network with Statutory and 3rd Sector partners, and the team have a primary role in Safeguarding training. There has always been a limited capacity for the involvement of the team manager within Regional work however there is an expectation that Monmouthshire will have an active involvement with these processes and contribute to the wider Safeguarding agenda in Gwent. In November 2019 the new Wales Adult Protection Procedures will be launched, with implementation in April 2020. This is also the timescale for the revised Wales Child Protection Procedures itself being a further pressure on the Safeguarding Unit, however the significant change within a Wales

Protection Procedures will be to align current Adult Safeguarding Procedures with the more established Child Protection Procedures.

Implementation will be through the GWASB Subgroups and the Adult Safeguarding Manager will be a key figure in ensuring Monmouthshire is a full party to the development and completion of the new Regional protocols and processes, as well as the need to develop and embed internal processes, and the internal training period required.

b). Corporate Safeguarding and the Welsh Audit Office

In 2017 the Adult Safeguarding Team was moved into the Safeguarding Unit, under Children's Services in order to co-ordinate and develop Safeguarding activity across the authority. Within Monmouthshire Council there has been an extended understanding of the Councils' wider Corporate Safeguarding responsibility. The development of the SAFE Audits and action plans are key to measuring compliance to the Corporate Safeguarding Policy. The Adult Safeguarding Manager and team have had a significant role in supporting this process, ensuring the understanding of staff and managers, and the development of action plans within Adult Statutory and 3rd Sector services directly commissioned. The Safeguarding Unit are the developers and providers of all integrated Safeguarding training at a corporate level, as well as supporting the understanding and dissemination of statutory requirements and to consider emerging issues such as Domestic Abuse, Practice Learning Reviews and Modern Day Slavery/Exploitation procedures.

3.3 Culture and Demand

In 2014 the nominated Adult Safeguarding model was predicated on the safeguarding process being undertaken primarily by locality team based Designated Lead Managers (DLM's) and Health based DLMs. Within the ABUHB this is still the working model. Within Adult Services, there has been an erosion of this role and understanding. Initially it appears to relate to issues of training, support, confidence and experience, and the willingness of the Adult Safeguarding Team to hold and manage cases. This was evidenced historically in that teams who had management with a strong safeguarding background have always been willing to accept the DLM role.

In the last 12 months, there has been continued quarterly DLM support meetings, DLM training and refresher training, and shadowing opportunities. However current reluctance by managers and senior practitioners to undertake the DLM role is reported to relate to capacity within teams. The increased need for the Adult Protection Co-ordinators to fulfil the role of the DLM means that the development of this role to be a robust manager of the safeguarding process is unlikely to occur.

3.4 Demand on the Service

Until 2015, the adult protection practice was based on policy, procedure and guidance which operated without a Statutory basis. Under Welsh Assembly Guidance (In Safe Hands 2000) there was a clear definition of a *vulnerable adult* being in need of community care services due to impairments, and unable to protect themselves against a threshold of *significant harm or serious exploitation*.

The Social Services and Well-Being Act (Wales) 2014 has introduced new measures for to adult safeguarding;

- the term 'vulnerable adult' is replaced by 'adult at risk';
- the term 'adult protection' is replaced by 'adult safeguarding';
- there is a definition of an adult at risk, eliminating the 'significant harm' threshold;
- a statutory duty to report, a very low 'threshold' for reporting concerns, which can be based on 'suspicion' only;
- a new type of order (APSO);
- the establishment of adult safeguarding boards.

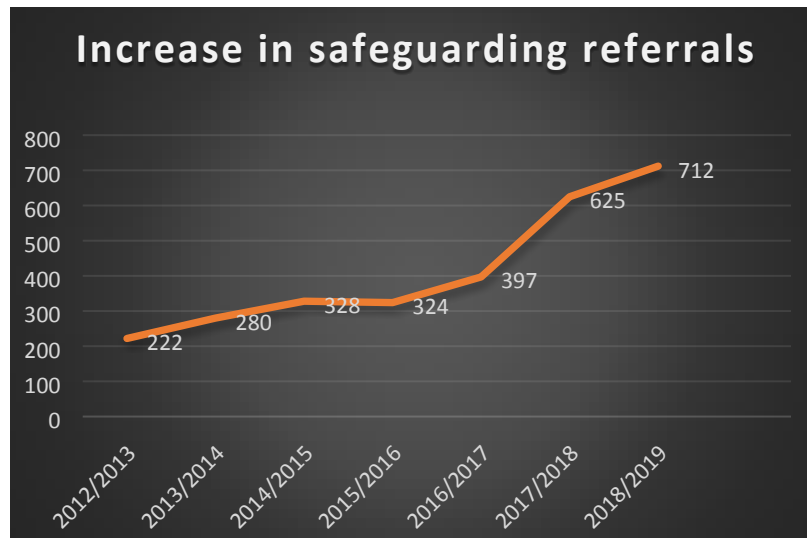
If anyone suspects that someone is an "Adult at Risk", they have a duty to report this to the Local Authority. It is not necessary for someone to be sure that abuse or neglect has occurred, if they have a reasonable cause to suspect, that it has or someone is at risk of, they must report it.

An "adult at risk", is an adult who:

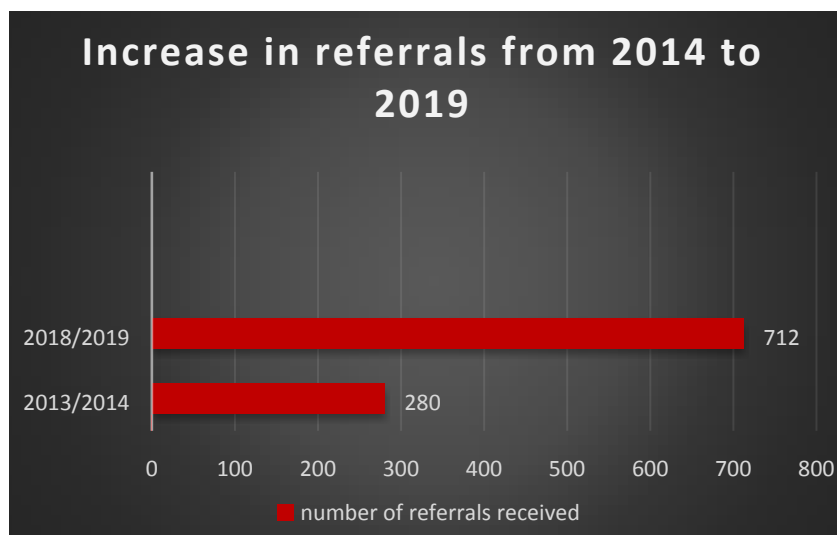
- (a) is experiencing or is at risk of abuse or neglect,
- (b) has needs for care and support (whether or not the authority is meeting any of those needs); and
- (c) as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.

3.5 Increase in Referrals for Safeguarding Service

The introduction of the statutory duty to report under the Act, as well as the low threshold for reporting concerns (which can be based on reasonable cause to suspect) have led to a significant increase in the number of safeguarding concerns reported via safeguarding referrals.



In comparison with 2013/2014 when Monmouthshire had 280 referrals, in 2018/2019 there were 712, this is an increase of 256% in referrals.



During 2016/17 (prior to the implementation of FLO) the team had continued to collect data on *closed* DTRs and therefore it was acknowledged we had under-reported reality, although the feeling was there was a genuine increase in DTRs between 2016/17 and 2017/18.

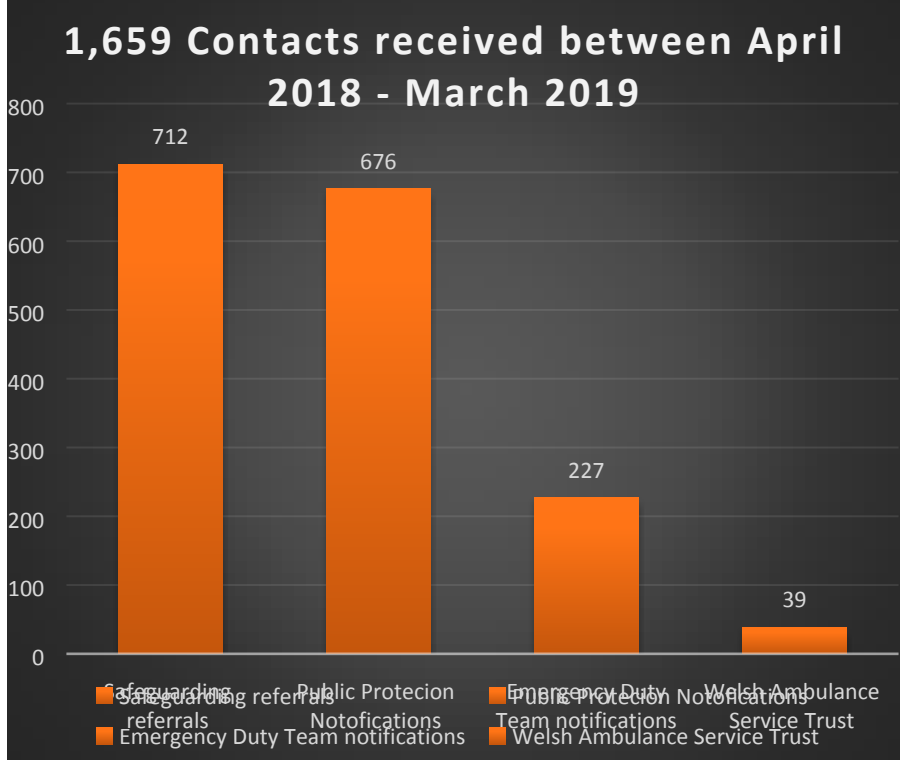
3.6 Increase in Safeguarding Contacts

Since this time the Adult Safeguarding team is the portal for all Duty to Report forms (Referrals), but also notifications from the Police, Welsh Ambulance Service and EDT.

These, in line with DTR forms, have also seen a significant increase. It is recognised that these notifications may be Safeguarding Referrals but may also be repeat notifications or issues relating to other teams, therefore forwarded. However, all must be screened for action.

	Referrals/ DTR's	PPN/WAST/EDT notifications	Total no A/S Contacts
2013/2014	280	n/k	280
2014/2015	328	n/k	328
2015/2016	324	n/k	324
2016/2017	397	583	980
2017/18	625	942	1567
2018/19	712	942	1654
Projections based on numbers of contacts up to Sept 19 following screening officer pilot (see below)	550	1164	1714

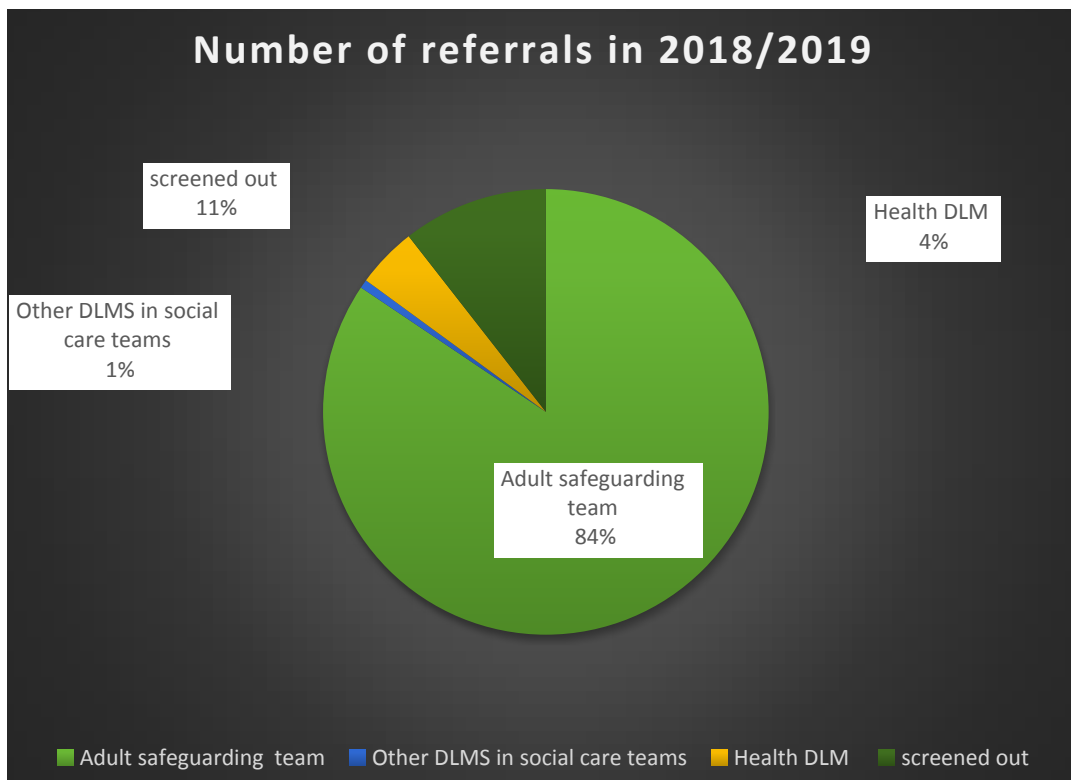
From June-September 19 the Adult Safeguarding Team have had funding for an agency screening officer whose role was to manage concerns, telephone calls from professionals, and to redirect professionals to appropriate routes. Initially we have seen a drop in the number of Referrals to the Safeguarding process. Decision taking has been Quality Assured and the pilot will continue to be assessed to consider any national or regional issue or trends.



3.7 Management of Contacts

All 1659 contacts have been screened, this includes reading and electronic checking records available, as well as sharing information with the relevant team; if 15 minutes is allocated for this task, this amounts to 24,840 minutes /414 hrs per year spent on screening only. This is equivalent to approx. 8 (7.96) hrs/week. Currently this task is completed by the Coordinators, all of whom are working 30 hrs/week, thus over 25% of their time is spent on screening alone. This excludes making any enquiries on newly received referrals. The Act requires that enquiries are completed within 7 days to determine if a case needs to progress via the adult safeguarding process.

In 2018/2019, out of the 712 referrals received, 84 had been screened out; the remainder of 628 have progressed via the adult safeguarding process; 35 (5%) have been coordinated by a Health DLM, **only 5 cases** managed within social care and outside the safeguarding team.



Assuming no increase in referrals and considering the number of cases managed by the adult safeguarding team in 2018/2019 which progressed via the adult safeguarding process (628 in total), if there were 2 Coordinators this means that each would manage 314 cases per year; considering their working time of 1,356hrs/year, this would mean an allocation of 4.31 hrs/case.

If there were 3 Coordinators, they would manage 209 cases per year, this would mean an allocation of 6.48 hrs/case. This includes making enquiries, pre-meeting gathering and analysing of information, liaison with relevant professionals, updating records, chairing strategy meetings and travelling time. This information does not consider Screening the contacts to ascertain whether this is a valid Safeguarding contact or whether it needs to be signposted elsewhere which does not require a qualified Social Worker.

3.8 Safeguarding Business Support

The impact of the increased numbers of Contacts on the Business administration was reviewed as part of the wider AS review which raised a number of issues;

- Processes and documentation were no longer compliant with the Social Service and Wellbeing Act;
- There were limited levels in consistency in the update of Flo, with limited preparation for the introduction of WCCIS;
- There were quality assurance concerns in relation to the taking the Minutes of meetings, and the business administration processes which support the Safeguarding process;
- There was significant disparity in the performance of and understanding of legislation and process of the Child Protection Business Support Officers and the Business Support Assistants within Adult Safeguarding;
- There was limited flexibility and contingency with the Business Support available.

Within the Child Protection team, the Business Support Officers have clear quality standards and time frames to adhere to which have been the result of many years of a statutory framework. Their role supports the managers and officers expertise in the area of Child Protection by offering clarity about legislative requirements, processes for tracking concerns, avoiding drift, and collation and verification of information for reporting back to the Authority or the WAG.

In attempting to support the development of quality standards in the A/S Business Support Team, the current procedures and the issue of the disparity of pay and position prove to be a barrier.

3.9 Whole Authority Safeguarding Business support

As the profile of Safeguarding across the whole authority has expanded there is a need for a coherent approach to collating and analysing qualitative and quantitative data in order to report on Safeguarding activity. The SAFE audit, training data, and performance data are key elements to understanding and embedding safeguarding practice which is compliant with the Corporate Policy. The information collated from this will be instrumental in ensuring the Whole Authority Safeguarding Group has clear information in order to measure progress, outcomes, and impact. This role was

facilitated across directorates by a seconded officer; however, this post was never confirmed and therefore there is a loss of a single point of contact to support officers and Senior Managers in being effective in monitoring, reporting, and developing. In considering the value of such a role, there is scope for information and data gathering across Gwent, or with multiagency partners to support the development of practice in relation to emerging issues such as Domestic Abuse, or Exploitation of vulnerable people.

3.10 Current Funding Position

The Safeguarding Unit Budget primarily relates to the payment of salary for staff members, with the previous budget for the Adult Safeguarding Team being absorbed into the Safeguarding Unit's budget. The funding comes from the Children Service's Budget.

Whilst the expansion of the Whole Authority Corporate Safeguarding agenda has increased the corporate role of the Safeguarding Unit in the development of Policy and Protocols, specialist support and consultation across the authority, leading the development and delivery of corporate safeguarding training, the administration and analysis of SAFE Audits', the support of the Whole Authority Safeguarding Group, and the reporting to the director of the progress of Safeguarding across the Authority there is no contribution from any other directorate.

3.11 Driver's For Change;

- Social Services and Wellbeing (Wales) 2014 Section 7:
- Statutory Guidance: Vol 6 Handling Individual Cases to Protect Individual Adults at Risk;
- Social Services and Wellbeing (Wales) 2014 Section 8 (Reporting);
- Wales Adults Protection procedures 2019
- Welsh Audit Office **Whole Authority Review of Children's Safeguarding – Monmouthshire County Council** _May 18

Proposal for Improvement P2 "Ensure the development of Safeguarding and Quality Assurance Unit enables it to develop its planned objectives"

Proposals for Improvement 3 “Improved the range quality and coverage of Safeguarding Performance reporting to provide adequate assurances that that systems are working effectively”

Summary of Issues

Since 2016 Adult Safeguarding has been made a Statutory duty, and the changes in guidance and Codes of Practice have lowered thresholds for what is considered an Adult at Risk, whilst passing a “Duty to Report” such concerns. Subsequently the profile of Safeguarding has been raised by the formation of the Adult Safeguarding Board, increased training across the adult care sector, and the development of the Whole Authority approach to safeguarding in Monmouthshire. These factors have led to a dramatic rise in referrals and contacts within the Adult Safeguarding Team. The pilot of utilising a Screen Officer at the “front door” of the service to appropriately advise and redirect inappropriate referrals is seen to have had an impact in reducing the Duty to Report referrals being processed, however it is acknowledged this is over a short period of time

At the last Review in 2014 the development of a single portal for safeguarding referrals moved the Screening process back into the Safeguarding Team, however over time the role of DLM has reverted back into the Safeguarding team, which has seen only 5 cases managed by Adult Service’s Teams in the last 12 months. Despite attempting to support the virtual team of DLM’s to develop great experience and confidence, issues of team capacity are sited as the reason that teams can no longer act as DLM. Support is required to the Adult Service teams to develop confidence in the management of Adult Safeguarding Issues that are relevant to their Service Users/teams.

Within the A/S team there has been no capacity to develop quality assurance processes, to strengthen to the management of cases, undertake robust investigations, and to develop quality standards in administration processes, particularly in relation to the disparity between administrators’ roles and salary grades.

With the development of the wider safeguarding responsibilities at Regional and Whole Authority levels this leaves the service under resourced, unable to report progress to the director effectively. The subsequent impact on the Safeguarding Unit's capacity to meet their training, quality assurance, and policy and practice development is

and presents a risk to the Authority, particularly as the Wales Adult Protection processes are due to be launched this imminently and will need significant resources to ensure Monmouthshire's compliance and development of safe

3.11 Recommendations

1. The work of the DLM reverts back where appropriate to the operational teams with the Adult Safeguarding Team undertaking:
 - The DLM role for complex Adult Safeguarding Concerns, or where there are repeat concerns from an external provider agency;
 - A Screening Function at point of referral in line with developing Gwent threshold procedure and the support and training for agencies making referrals/Duty to Report;
 - quality assurance of process and decision taking;
 - offering expert knowledge and insight;
 - undertaking a wider number of non-criminal investigations.
 - Supporting the Whole Authority Safeguarding processes and training;
 - Representing Monmouthshire on Regional Safeguarding.

Increase of staff required :

1x 37 hour AS Coordinator Band J

1x 37 hour Screening Officer Band F

2. In response to:

- support and training will be needed in teams to facilitate a gradual and appropriate return of the DLM role;
- the Regional Safeguarding Boards' consideration to develop a Threshold Tool;
- to support initiatives in Adult Services to address capacity issues;

Increase of staff required:

1x 30 hour A/S co-ordinator (12 month contract) £45.144

3. The development of A/S Business Support Assistants in Adult Safeguarding to become BSO to mirror BSO function in Children's Safeguarding;
 - To develop a safeguarding administration function which allows understanding of both adult and children safeguarding to expand the administrative capacity to meet changing demands on the service;
 - to meet the quality standards and processes required to manage the diaries of professionals,
 - to develop knowledge and understanding of legislative and statutory guidance to support the DLM role, and Chairs of statutory meetings;
 - minute meetings effectively and accurately and work within statutory guidance and to work within a Quality assurance programme to provide

4. The development of a Safeguarding Business Manager – This role will set quality standards for the administration processes across the Safeguarding Unit (Adults and Children), and support the Unit by developing a quality assurance framework, work tracker's, and supervision of Business Support Staff. They will be key in developing a pool of Safeguarding Business Support Officer's which will be deployed across the work of Adults and Children developing knowledge and create contingency to meet the changing flow of demand.

This role will be an experienced officer who will work across the Whole Authority to collate information, support the SAFE audit, facilitate the Whole Authority Safeguarding Group in the production of reports and core data to

ensure the Director and the Whole Authority Safeguarding Group has clear information in order to measure progress, outcomes and impact.

Funding for 14.8 hours of this post to come from Child Protection Secretary budget

Total Funding increase

1x 37 hour AS Co-ordinator Band J	£55,928
1x 37 hour Screening Officer Band F	£35,828
Increase 2 BSA posts to BSO	£7,239
Increase in BSO hours to cover 37 hours grade G business manager post	£9,155

Annual TOTAL **£108,150**

1x 30 hour A/S co-ordinator
(12 month contract) £45,144

TOTAL **£153,294**

Should the role of DLM not revert to the teams, consideration should be given to making the 4th A/S post permanent in order to have capacity to consider how best to facilitate a compliant service.

5. That the increased Corporate responsibility for Safeguarding across the Whole Authority is supported by funding from a Corporate Budget not met entirely from the Children's Services Budget.

Options Appraisal:

	Description	Costs	Benefits	Disbenefits/risks	Recommend
Option 1	Do Nothing	Cost neutral	none	Retains a system which cannot meet its full Statutory responsibilities and current model cannot address the expanded need within the	no

				Safeguarding Unit and Adult Safeguarding. Does not fully comply with recommendations of WAO	
Option 2	do not return the role of DLM to Adult Services Teams	Potential Increased costs	None - unless increased workload is managed by the employment of a further 2 permanent AS Co-ordinator posts - designated Snr Practitioner grade	The Safeguarding Process is not managed by the most appropriate team/practitioner. The understanding and embedding of Safeguarding practice, and process across adult services is hindered	no
Option 3	Accept proposals re: Screening Officer/ 3 rd ASC and Temp Officer but reject Administration parity	Reduce projected spend	The Adult Safeguarding Process will be managed more effectively	There will be disparity in the roles and pay grade of children and adults administrators which will create barriers and resistance to developing the current role to offer the same function of the Children Safeguarding BSO's Less capacity and fluidity to be able to manage the changing demands on the service	no
Option 4	Reject to development of Business Support Manager	Reduce projected spend	none	1). The Safeguarding Unit will not be able to fully meet the administrative challenges in embedding new Safeguarding procedures 2).The Administrative function and supervision is currently undertaken by the AS Manager- this will free that time to contribute to, implement, and embed new statutory guidance; 3). The SU will not be able to appropriately support the Director and Whole Authority Safeguarding Group in the development and tracking of timescales, reporting mechanisms and collation of authority wide data for Council and Welsh Assembly Government	no
Option 5	No change for finance stream for Safeguarding	Safeguarding function still met from Children Services Budget	none	Children Services Budget is already overspent. It has continued to absorb the increasing statutory, corporate and WAG obligations and demands This is the opportunity to reshape the Safeguarding Unit function to	no

				meet demand and make it fit for purpose, which cannot be met from the Children Service Budgets alone	
Option 6	Accept Proposals	Increased cost but from more equitable funding source	<p>The service provided by AS will contribute to, be compliant to statutory legislation and guidance.</p> <p>The quality of all roles, processes, and investigations will be strengthened, work will appropriately sit where it should, and there can be better Quality Assurance and Scrutiny of all aspects of the Safeguarding process;</p> <p>The Whole Authority Safeguarding Group and Director will have appropriate support systems to the reporting on Monmouthshire's progress in Safeguarding to Council and WAG</p>	none	yes

Diane Corrister
Safeguarding Service Manager
Oct 2019

Proposal Title	Adult Services Contracts	Lead/Responsible Officer:	Eve Parkinson/Ty Stokes
Your Ref No:	SCH001	Directorate:	SCH
Version No:	1	Section:	Adults
Date:	3/12/19		

1. **Proposal Description** Please include a brief description of the proposal being explored and the core objectives. Please also include supporting evidence for the identified saving and/or pressure

<p>1. For over 15 years Aneurin Bevan University Health Board (and its predecessor) have engaged with Monmouthshire County Council Social Care for the provision of 10 patient beds at Severn View, through a formal section 28A agreement annually. The current value of this agreement for 2019/20 is £149,851, which has remained the same, with no increase, in over 7+ years. On the basis of the current agreement value, Health are potentially purchasing client beds at the cost of £288 per week, compared to the cost of us to purchase on the open private market of £608 per week. The saving has been based on renegotiating the 2020/21 agreement price based on the difference between the cost to procure on the open market and the current purchase cost within the 2019/20 agreement, which could present additional annual income of £166,000.</p> <p>2. To reduce the Service Contracts Budget S156 to reflect a reduction in the value of existing contracts resulting from contract review and negotiation. This budget support a range of adult social care services which are primarily commissioned from the third sector. Contracts have been reviewed to ensure there are strategically aligned to the Directorate's objectives, meet the needs of the people who use them and offer value for money. As a result some savings have been achieved without a reduction in the quantity or quality of the services provided. It is proposed that the budget is reduced by £20,000.</p>

2. **Budget Impact** In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
Adult	32,512,293		(186,000)	(186,000)				(186,000)

3. **External Funding:** Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)

4. **Corporate Alignment:** How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan?	Y	

Has this proposal been included in your current Service/Business Improvement Plans?	Y	
Has a Future Generation Evaluation been commenced?	Y	
How will this proposal address MCC's Climate Emergency commitment.?	N	
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	N	As relating to contract negotiations and realignment
Will this proposal require any amendments to MCC policy?	N	

5. **Additional Impacts** What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
Section 28A contract negotiation	Aneurin Bevan University Health Board	Positive
Service Contracts	Mainly third sector organisations	Positive

6. **Additional Considerations:**

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	N	

7. **Key actions required to deliver this proposal**

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). 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 proposal.

Action	Officer/ Service responsible	Timescale
Engage with Aneurin Bevan University Health Board	Eve Parkinson/Ty Stokes	January 2020

8. **Additional skills/ business needs**

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example new expertise that will require additional investment etc.

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

9. **Consultation** Describe any initial consultation that has been undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
DMT	SC&H	02/10/19 and 4/12/19

10. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 3 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

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

11. Assumptions

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

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

12. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? 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 proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24

The proposal will 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 pressure proposal, including the performance being achieved and the level of impact.

13. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

Proposal Title	Social Care and Health Fees & Charges 2020/21	Lead/Responsible Officer:	Julie Boothroyd/Ty Stokes
Your Ref No:	SCH004	Directorate:	SCH
Version No:	2	Section:	
Date:	3/12/19		

1. **Proposal Description** Please include a brief description of the proposal being explored and the core objectives. Please also include supporting evidence for the identified saving and/or pressure

As part of the Authority's MTFP process and in setting an annual budget, we have reviewed all of our current fees & charges and if there is any scope to increase them for 2020/21. A part of the review, we have identified a number of fees and charges that have scope for increasing in 2020/21, with an additional annual income projection of £189,000. A schedule of fees and charges has been compiled as part of the exercise, illustrating the current charges, the rationale for the proposed increase, and what the new proposed charges are for 2020/21, with the additional annual income projection also detailed.

2. **Budget Impact** In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
SCH	46,346,858		(189,000)	(189,000)				(189,000)

3. **External Funding:** Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)

4. **Corporate Alignment:** How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan?	Y	
Has this proposal been included in your current Service/Business Improvement Plans?	Y	

Has a Future Generation Evaluation been commenced?	Y	
How will this proposal address MCC's Climate Emergency commitment.?	N	
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	N	
Will this proposal require any amendments to MCC policy?	N	

5. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
Have sufficient budget to meet staff pay		Positive

6. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	N	

7. Key actions required to deliver this proposal

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). 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 proposal.

Action	Officer/ Service responsible	Timescale
Where fees and charges increased are imposed on care, there will need to be wider publication and a reassessment of all client charges to determine affordability	Ty Stokes	March 2020
Where fees and charges are of a commercial nature, need to publicise the new 2020/21 fees and charges, and change any leaflets etc.	Various, but co-ordinating between managers will be responsibility of Ty Stokes	March 2020

8. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example new expertise that will require additional investment etc.

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

9. Consultation Describe any initial consultation that has been undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)

10. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 3 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

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

11. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Inflationary increase on some fees and charges	Based on Consumer Price Index data as at end of September 2019	Ty Stokes
Pension increase on care fees and charges	Based on Government proposal on percentage increase of Pensions and Benefits for 2020/21	Ty Stokes

12. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? 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 proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Fees and charges	As part of the 2020/21 forecast monitoring exercise				

The proposal will 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 pressure proposal, including the performance being achieved and the level of impact.

13. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

Service Area	Service being charged for	Proposed Charges for 2020/21 £:p	Percentage Increase	Increased additional budget income identified for 2020/21 budget setting purposes	Reason why inflationary increase is not being considered
SOCIAL CARE & HEALTH DIRECTORATE					
ADULT SERVICES					
Community Meals	Community Meals & Day centre meals	The meal price to be held at £4.50 per meal	0	-	The meal price to be held at £4.50 per meal due to a downturn in meal sales and any increase may result in further meal sale reduction
	<u>Flat rate charges for preventative services</u>				
	Meals @ home, per meal				
	Meals @ home, suppers, per meal				
	Lunch ant day centre establishments, chg per meal				
	Lunch at luncheon clubs, charge per meal				
	Laundry service, cost per wash				

	Lifeline - monitoring and pendant, chg per week				
	Assistive Technology, chg per wk				
Mardy Park	Catering	Pricing follows that of Community meals		-	
	Mardy Park room hire			-	
Non residential fees	Actual charge based on Financial Assessment in line with legislation within the SSWB Act 2014	£14.29 for an hourly rate of care, day care session or respite night, up to the lower of a client's assessed charge or the weekly maximum cap.	16.56%	72,349	
Residential/Nursing Fees which includes Part III own care home being Severn View and Budden Crescent	Actual charge based on Financial Assessment in line with legislation within the SSWB Act 2014	Based on individual ability to pay as means tested, but increase budget in line with Government proposed rise in benefits and state pension of 3.9%. This will increase our own home charge from its current £523.37 per week to £557.92	3.90%	105,783	
	Catering - Severn View	Pricing follows that of Community meals	0	-	
Public Health	Fee Income			257	
	Commercial licences			83	
	Commercial Fee Income			0	

	Food Safety training	Remain as 2019/20 based on market research by budget manager			-
	Discretionary Advisory Visits	60	£10		
	Veterinary Inspection Recharge	290	£17		-
	Riding Establishments	300			-
	Petrol Station Permits/Licenses	As per 2019/20. These are set by legislation.			-
	Registration for acupuncture, tattooing and ear piercing	50	1.7		-

	Local Authority Pollution, Prevention and Control				
	Application fee	As per 2019/20. These are set by legislation.			
	Private water supplies (fees set by Council but within max fig defined by EC directive)	As per 2019/20 as these were increased substantially in excess of inflation March 2018.			

Trading Standards.	Licences	Inflationary increases based on CPI of 1.7% as at end of September 2019	1.7%	86
	Fee Income		1.7%	164
	Animal Licences			
	Boarding Establishment	128		
	Dog Breeding	128		
	Home Boarding	61		
	Dangerous Wild Animals	163		
	Pet Shop	89		

	Explosive Licences			
	New 1 Year	111		
	Renewal 1 Year	55		
	New 2 Year	143		
	Renewal 2 Year	87		
	New 3 Year	176		
	Renewal 3 Year	122		
	New 4 Year	210		
	Renewal 4 Year	155		
	New 5 Year	242		
	Renewal 5 Year	188		
	Weights & Measures			
	Fee per TSO	64		
	Fee per TO	38		

Licensing	Licenses	Dave Jones	Anticipate inflationary increase as per CPI of 1.7% as at end of September 2019 pending Committee agreement for Hackney License Fees for 2020/21	3,626	
	Hackney Licenses	The 2020/21 licensing fees will be set by the Licensing and Regulatory Committee on 14th January 2020		-	

	Lottery and Gambling			-	
	Licensing			-	
	Other Licenses				
Registrars				6,860	
	Approved Venue - Marriage & Civil Partnership	Mon to Friday £409, Sat £449, Sun and B/Hol £509			
	Old Parlour	Mon to Friday £219, Sat £269			
	License for approved venues - New	1,500			Awaiting a report from the Law Commission
	License for approved venues - Renewal	1,200			
	Registrars attendance @ service (Registrar - Superintendent)	35			
	SUB TOTAL SOCIAL CARE & PUBLIC PROTECTION			189,209	

Pressure Title:	Street Lighting Energy Price Increase	Lead/Responsible Officer:	Gareth Sage
Your Ref No:	PENT001	Directorate:	ENT
Version No:	2	Section:	OPS
Date:	11/12/2019		

1. Pressure Description

Why is this pressure required?

Energy price increases are anticipated to be 20% for 19/20 and beyond. This will put a pressure on the street lighting budget as energy costs will outstrip budget.

20-21 update - Estimated energy increase for 20-21 is 10%, this is lower than original predictions. This coupled with efficiencies from LEDs means pressure halved to £25k.

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

What is the evidence for the pressure? How has it been estimated?

20% increase on forecast energy spend in 18-19 of £370,000.

19/20 £74,000
20/21 £25,000

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies	Target year				Total pressure proposed
				19/20	20/21	21/22	22/23	
Street Lighting	670,000	£25,000	Street Lighting	74,000	25,000			25,000

2. Objectives of Investment

What are the objectives of investing in the identified pressure?

Investing in the pressure will ensure the Street Lighting function has enough budget to operate and will alleviate a problem that, if not plugged, will result in cuts to lighting repair budgets or other maintenance budgets within operations.

Expected positive impacts

N/A

Expected negative impacts

N/A

3. Actions required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required 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 proposal.

Action	Officer/ Service responsible	Timescale
Continuation of investment in LED lights to help reduce energy output.	Gareth Sage	

4. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposed successfully. For example new expertise etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
N/A		

5. Consultation

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
Name	Organisation/department	Date
N/A		

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

6. Measuring performance on the proposal

How do you intend to measure the impact of the investing in the pressure identified? 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 proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Budget Monitoring	Budget performance	Break-even	Break-even	Break-even	Break-even

7. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, 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 risks.

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
N/A				

8. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Energy Price increase will be 20%	Estimate provided by our energy manager. This is the current best guess, until purchasing cycle is complete we will not know the true increase.	Ian Hoccom – Energy Manager

9. Monitoring the pressure proposal

The pressure proposal will 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 pressure proposal, including the performance being achieved and the level of impact.

MonLife investment – Council meeting – 19th September 2019

<https://democracy.monmouthshire.gov.uk/documents/s22396/1.%20190919%20MonLife%20Report%20for%20Council.pdf>

Recommendation 2.2:

To approve an increase in revenue budget of **£97,604 in 2020/21**, to be accommodated as a pressure within the resultant budget and MTFP process. With pressures subsequently offset by savings in the following four years of the business plan and an overall net saving of £1.165m to be considered to support future investment priorities.

Strategic Development Plan – Council meeting – 19th September 2019

The pressure incorporated into the draft budget proposals for 2020/21 is £41k representing 50% of the original cost anticipated and based on an anticipated delay in the preparation of the SDP.

<https://democracy.monmouthshire.gov.uk/documents/s22359/CCR%20SDP%20Council%20Report.pdf>

Recommendation 2.7:

That the cost of preparing the SDP is shared across the 10 Authorities on a proportional cost based on the voting representation on the Strategic Planning Panel, as set out in Appendix F, to be reviewed on an annual basis. This comprises an initial contribution for 2019/20 from Monmouthshire of £6,520, and an annual contribution by Monmouthshire for the following five years of approximately £81,891 per annum. That Monmouthshire's Medium Term Financial Plan be amended to cover these costs as follows:

2019/20 £6,520 funded by current Planning Policy budget N130

2020/21 c.£81,891 as an addition to the MTFP

2021/22 c.£81,891 as an addition to the MTFP

2022/23 c.£81,891 funded by current Planning Policy budget N130*

2023/24 c.£81,891 funded by current Planning Policy budget N130*

Proposal Title	Development Management Fee Income	Lead/Responsible Officer:	Mark Hand
Your Ref No:	CENT021	Directorate:	Enterprise
Version No:	2	Section:	Placemaking, Housing, Highways and Flooding
Date:	06.12.19		

1. **Proposal Description** Please include a brief description of the proposal being explored and the core objectives. Please also include supporting evidence for the identified saving and/or pressure

The Development Management income target from planning application fees is currently £630k. Planning application fees are set by the Welsh Government. Past trends and forward projections indicate that this target is unrealistic and an income pressure of £100k is identified. A new target of £530k is proposed, with associated mitigation measures set out below to mitigate this pressure.

Statutory fees are disproportionately weighted at large scale developments, meaning that fee income does not correlate to workload. This is being reviewed by the Welsh Government in partnership with Local Planning Authorities. However, no changes to the fee structure are expected for at least two years. However, WG has announced its intention to raise fees by 20% from August 2020.

Reducing the income target by £100k will make the budget expectations realistic. The service can therefore adjust accordingly.

Savings of £112.5k are proposed to mitigate the pressure. These will be achieved via additional fee income (£89.5k) and a proposed staffing restructure saving (£27k):

- 1 Start charging customers who voluntarily request to amend their planning application during the process (£190 charge already part of statutory fee regime but not currently charged by MCC) £2k
- 2 WG 20% statutory fee increase from August 2020 £60k
- 3 Increase pre-app fee charges by 2.5% - £1.5k
- 4 Increase charge for Level 2 pre-app service – £2k
- 5 Introduce S106 agreement monitoring fee – £20k
- 6 Planning Business Support Team restructure – £27k

These savings proposals fully mitigates the £100k pressure and provide a £12.5k net saving.

2. **Budget Impact** In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
Development Management	£630k	£100k	£112.5k	£100k (£112.5k)				(£12.5k)

3. **External Funding:** Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
n/a		

4. Corporate Alignment: **How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.**

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan?	Y	The Corporate Plan recognises the importance of the planning service in enabling the Council's core purpose of supporting the creation of sustainable and resilient communities for the benefit of current and future generations. The service is also core to supporting action regarding the Council's Climate Emergency declaration. The proposals ensure the planning service remains adequately resourced and funded.
Has this proposal been included in your current Service/Business Improvement Plans?	N	That would be premature pending Council agreement, following consultation, of the budget proposal.
Has a Future Generation Evaluation been commenced?	Y	
How will this proposal address MCC's Climate Emergency commitment?	Y	The planning service has a core role in supporting action regarding the Council's Climate Emergency declaration. The proposals ensure the planning service remains adequately resourced and funded.
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	N	The staffing restructure report contains its own options appraisal.
Will this proposal require any amendments to MCC policy?	N	The draft S106 agreement Supplementary Planning Guidance will be updated to reflect the monitoring fee charge, but this is voluntary guidance to customers rather than a policy requirement of MCC.

5. **Additional Impacts** What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is affected?	Is this impact positive or negative?
1 & 2: Statutory planning fees are increased/implemented	All customers. MCC departments submitting planning applications	Small negative impact on the budget associated with a project that requires planning permission. Customers accessing the service are, by definition, proposing to carry out expensive development projects. There is no fee for planning applications required to make a dwelling suitable to accommodate a disabled person's needs. NB this WG fee increase affects statutory fees so it is not within MCC's control in any case. Neutral if the application fee can be included in any grant funding for an MCC project.
3 & 4: Pre-application advice fees are increased	All customers. MCC departments submitting planning applications	This is a non-statutory service so customers are not required to use it, although they are encouraged to, in order to ensure a better and quicker outcome. The fee increase is a low % on a low fee that is a very small proportion of the project cost. Pre-app charges are applied only to grant funded MCC schemes otherwise money is simple moving around Council budgets with no net effect.
5 S106 monitoring fees introduced	All customers securing planning permission for a large project (5+ dwellings)	The c.£1000 charge is an insignificant proportion of the wider S106 contributions and project development cost.

6 Planning Business Support restructure	Colleagues within the Planning Service	Job roles have been amended accordingly to reflect service needs. Unless suitable redeployment is identified, there will be one redundancy.
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6. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	A £27k saving is proposed via a restructure of the Planning Business Support Team involving one potential redundancy. This restructure has been approved by the Chief Officer for Enterprise and the Enterprise DMT and implementation has commenced with informal staff consultation.
Will this project have any legal implication for the authority?	N	In drafting this proposal, consideration has been given to the S Oxfordshire court case regarding S106 monitoring fees.

7. Key actions required to deliver this proposal

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). 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 proposal.

Action	Officer/ Service responsible	Timescale
1 Start charging amendment fee	Craig O'Connor - Planning	April 2020
2 Introduce increased statutory planning application fees	Welsh Government	August 2020
3 and 4 Increase pre-app charges	Craig O'Connor - Planning	April 2020
5 Introduce S106 monitoring fees	Craig O'Connor - Planning	April 2020
6 Planning Business Support restructure	Craig O'Connor - Planning	Staff and Union informal consultation commenced November 2019. Implement April 2020.

8. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example new expertise that will require additional investment etc.

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

9. Consultation Describe any initial consultation that has been undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
Craig O'Connor	Development Management team, MCC	August 2019
Mark Hand	Enterprise DMT, MCC	September 2019

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10. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 3 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

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
2 WG does not increase statutory planning application fees by 20% in August 2020	Operational	This is wholly reliant on WG's decision	Low risk, high impact	Considered low risk as WG has announced its intention, so it is unlikely to change its mind.

11. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Current planning application fee income target will not be met	Past trends and future projections, based on progress with allocated sites in the current LDP, monitoring the five year housing land supply, and pre-application enquiries which allow future work/income to be predicted.	Craig O'Connor

12. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? 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 proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Monthly budget management	Application fee income target met (£592k = £630k existing minus £100k pressure plus £62k increased income from statutory fees)	(£62k)			
	Discretionary services fee income target met (£85.5k = £62k existing plus £23.5k increased income)	(£23.5k)			
	Staffing budget reduced due to restructure	(£27k)			

The proposal will 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 pressure proposal, including the performance being achieved and the level of impact.

13. Additional considerations:

Question	Y/N	Comments/Impact

Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	Implemented IT changes have in part enabled this restructure

Pressure Title:	Car Parking Income Pressure	Lead/Responsible Officer:	Mark Hand
Your Ref No:	PENT019	Directorate:	Enterprise
Version No:	2	Section:	Placemaking, Housing, Highways and Flooding
Date:	11/12/19		

1. Pressure Description

Why is this pressure required?

The Highways Car Park income target is currently £1.44m and it has been increased year on year despite historically not being achieved. The budget has been modelled assuming a full year benefit of the fee charge increases agreed in the 19/20 budget, and a pressure of £183k is identified.

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

What is the evidence for the pressure? How has it been estimated?

The Highways Car Park income target is currently £1.44m and it has been increased year on year despite historically not being achieved. Car Park fees are set by the Council. Although there has been a delay implementing the 2019/20 mandate to increase car park charges, budget modelling has been undertaken to calculate 20/21 as a full year with the new charges in place. This still shows a £183k budget shortfall. This takes into account reduced car park income in Abergavenny following the opening of the Morrison's supermarket carpark, which offers a more convenient location for shoppers to park.

A new income target of £1.26m is proposed.

A car parking review has commenced to investigate the level of car park usage across the County, the current complex system of charges and permits, and the costs incurred through business rates even on free car parks. This review will consider whether or not any changes should be made to the charging structure and whether any consequential budgetary impacts arise from those proposals. The review will be subject to separate political reporting, including scrutiny via Strong Communities Select Committee.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies	Target year				Total pressure proposed
				20/21	21/22	22/23	23/24	
Development Management	£1.44m	£183k		£183k				£183k

2. Objectives of Investment

What are the objectives of investing in the identified pressure?

Reducing the income target by £183k will make the budget expectations realistic.

Expected positive impacts

Realistic and managed budget expectations

Expected negative impacts

By definition, this is a pressure on the Council's budgets. The car parking review will consider whether or not simplification and changes to the charging structure and scope of charging should be introduced. The review may help address this pressure.

3. Actions required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required 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 proposal.

Action	Officer/ Service responsible	Timescale
The car parking review will consider whether or not simplification and changes to the current charging structure and scope of charging should be introduced. The review may help address this pressure.	Paul Keeble – Highways	April 2020

4. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposed successfully. For example new expertise etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
None		

5. Consultation

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?		
Name	Organisation/department	Date
Paul Keeble	Car Parking team, MCC	November 2019
Mark Hand	Enterprise DMT, MCC	November 2019

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

6. Measuring performance on the proposal

How do you intend to measure the impact of the investing in the pressure identified? 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 proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Monthly budget management	Income target met	£1.26m	£1.26m	£1.26m	£1.26m

7. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, 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 risks.

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
none				

8. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Current car parking fee income target will not be met, even with the 19/20 mandate implemented for a full year	Past trends and future projections, based on the 19/20 mandate being fully implemented, which allow future work/income to be predicted.	Paul Keeble

9. Monitoring the pressure proposal

The pressure proposal will 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 pressure proposal, including the performance being achieved and the level of impact.

Proposal Title	Highway Charges	Lead/Responsible Officer:	Paul Keeble
Your Ref No:	CENT020	Directorate:	Enterprise
Version No:	1	Section:	Highway & Flood Management
Date:	29/11/2019		

1. Proposal Description Please include a brief description of the proposal being explored and the core objectives. Please also include supporting evidence for the identified saving and/or pressure

Pressures

- Planning Performance Agreement Income Deficit - £35,000 – PPA activity is below budgeted target, we need to reduce the budget to bring it back in line with actual numbers. Meeting the requirements of Planning Performance Agreements will usually require additional resource, so these will not normally represent a source of income.
- Sustainable Drainage Approval Income Deficit - £66,000 – SABs income activity is below budgeted target, we need to reduce budget to bring it back in line with activity (income target currently £80k).
- Local Authority Flooding Grant Deficit - £20,000 – The WG flooding grant has reduced year on year, the grant funds core posts so further reduction has created a budget burden in 20-21.

Total Pressure £121,000, the unit will look to counteract these pressures with the following savings:-

Savings

1. Charge For Access Markings - £2,000 (this is a new charge of £100 per application for white lines across access driveways, often requested by residents and businesses to demarcate their access onto the highway to discourage parking)
2. Charge for Events signing - £5,000 (this is a new charge of £250 per event/application for road closures associated with festivals, parades and other activities that require road closures)
3. Increase Road Closure Income Budget to match activity - £32,000 (increased activity meaning the current income target of £118k is exceeded)
4. Increase in Street Name & Numbering Charges (in particular developers) - £5,000 (inflation plus increase) (current income target is £30k)
5. Increase in S50 Licences for Utilities - £15,000 (this is a licence application for developers and contractors working on behalf of utility companies to excavate the highway to do works to utilities within the highway). This is a new area of work due to a new approach by MCC, hence the significant increase from the current income target of £6k to £21k. Taking into account the fee and charges increase proposed within the Fees and Charges Mandate, this income target requires 28 S.50 licence applications per annum.
6. Software savings from new asset management system. - £7,000 (invest to save required)
7. Provide design service for drainage schemes - £5,000 (new service offered)
8. Utilising grant to cover staff costs - £10,000 (allocate additional time to capital/ grant schemes)

Total Saving £81,000.

Net Pressure £40,000

2. **Budget Impact** In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
Highway & Flood Management	1,949,000 (not incl. car parking)	121,000	81,000	40,000				40,000

3. **External Funding:** Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
Increased charges	Public & developers/ utilities	In application

4. **Corporate Alignment:** How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	Additional income to support other services areas
Has this proposal been included in your current Service/Business Improvement Plans?	N	To be incorporated in 2020/21
Has a Future Generation Evaluation been commenced?	Y	
How will this proposal address MCC's Climate Emergency commitment.?		No adverse impact
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	N	N/A

Will this proposal require any amendments to MCC policy?	N	N/A
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5. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
Increased charges and improved efficiency	Mainly developers and utilities but also some increase in cost to public	Neutral

6. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?		The savings/ increased charges will support existing levels of staff required to deliver the services
Will this project have any legal implication for the authority?		None

7. Key actions required to deliver this proposal

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). 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 proposal.

Action	Officer/ Service responsible	Timescale
Increase or implementation of new charges/ contributions: <ul style="list-style-type: none"> I. Charge For Access Markings - £2,000 II. Charge for Events signing - £5,000 III. Increase Road Closure Income Budget to match activity - £32,000 IV. 4. Increase in Street Name & Numbering Charges (in particular developers) - £5,000 V. 5. Increase in S50 Licences for Utilities - £15,000 VI. 6. Provide design service for drainage schemes - £5,000 VII. 7. Utilising grant to cover staff costs - £10,000 	P Keeble/ relevant Team: Leaders <ul style="list-style-type: none"> i)Graham Kinsella ii)Graham Kinsella iii)Graham Kinsella iv)Mark Davies v)Ross Price vi) and vii)Ian Fisher 	Implement April 2020

VIII.	8. Software savings from new asset management system. - £7,000 Procurement/ development of integrated highway and flood mgmnt Asset Management System	viii) P Keeble/ Sueanne Sandford	June 2020

8. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example new expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
None		Support from Procurement/ ICT

9. Consultation Describe any initial consultation that has been undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
None		

10. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 3 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

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
Service not taken up due to increased charges	operational	Risk of lower take up of service could have wider implications and result in reduced overall budget	Low	Advance warning to customers etc
Implementation of new Asset Mgmnt System		Without Ass Mgmnt data then future bids for funding could be jeopardised	Medium	Develop with existing supplier or alternatively it may be necessary to seek alternative/ new supplier via tendering process

11. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Based upon existing charges/ income	Worked previously although some areas fluctuate	P Keeble/ D Loder
WG have indicated that funding in future will be based up on an asset management basis and also in line with new statutory code which emphasis risk assessment approach to management of the highway infrastructure	Previous bids (LGBi) and also evidence required as part of W/G State of Nation report	P Keeble/ Sueanne Sandford/ Dave Loder etc

12. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? 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 proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Service Plans	Budget monitoring target	95%	95%	95%	95%
Customer service / feedback	satisfaction survey	80%	80%	85%	85%
Review of best practice	Benchmarking	Mid performance	Mid performance	Top performance	Top performance

The proposal will 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 pressure proposal, including the performance being achieved and the level of impact.

13. Additional considerations:

Question	Y/N	Comments/Impact

Will this proposal require procurement of goods, services or works?	Y	New IT asset management system
Will this proposal impact on the authorities built assets?	Y	As above; potential of loss of grant and delivery of new code standards
Will this proposal present any collaboration opportunities?	Y	Asset Mgmnt could be shared within Greater Gwent as well as within MCC service areas
Will this project benefit from digital intervention?	Y	ICT/ digital is a key opportunity for improving efficiency with these proposals and especially developing a new integrated asset management system

Proposal Title	Passenger Transport Unit – Service Transformation	Lead/Responsible Officer:	Debra Hill-Howells
Your Ref No:	CENT022	Directorate:	Enterprise
Version No:	3	Section:	PTU
Date:	06.12.19		

- 1. Proposal Description** Please include a brief description of the proposal being explored and the core objectives. Please also include supporting evidence for the identified saving and/or pressure

The passenger transport unit (PTU) includes both an operational and commissioning arm. The operational arm provides school, post 16 transport and grass routes services across the County. This element includes the management and operation of a bus and minibus fleet. The commissioning arm of the section is responsible for applications processes for transport, the procurement of service provision and the development and management of policies which govern the service.

In the forthcoming academic year 2020/2021 new secondary school catchment areas will be implemented. The revised catchment areas affect home to school transport and there is a resultant cost pressure in the order of £114,000 for the 2020/2021 financial year. The impact of the catchment changes will be reviewed each year as the number of pupils applying to the schools changes.

The costs of maintaining the Councils fleet of buses and mini buses is increasing. This is due to both an ageing fleet and the costs of external maintenance provision. Mitigation measures are being introduced to try and reduce the current pressure, this includes re-procurement of the external maintenance contract, the procurement of new fleet when appropriate and improved systems for monitoring vehicle damage. There is however a remaining resultant cost pressure proposed in this form associated with vehicle maintenance of £20,000 in 2020/2021.

The PTU offers a private hire service for coach and minibus transport to schools, community groups, nurseries, businesses and residents. The operations service has a number of contracts secured for the provision of private hire however, it has not achieved the levels of income set for a number of years. A targeted marketing campaign will be introduced to promote the service offer however there is a pressure of £50,000 for 2020/2021.

The total cost pressures are £184,000.

In addition to the work proposed above to reduce cost pressures to the levels proposed, the PTU the service continues to be transformed. The commissioning team are responsible for ensuring that the routes across the County are efficient and through route optimisation the operating model for both external providers and the internal operations continues to be revised. The school transport routes and grass routes service routes will be reviewed and optimised where appropriate. Due to these operational efficiencies a review of the fleet can be undertaken. A saving of £60,000 is proposed which is derived from fleet and workforce efficiency.

The net pressure for the PTU is £124,000.

- 2. Budget Impact** In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
Catchment review implications		£114,000		114,000				
Maintenance		£20,000		20,000				
Private Hire		£50,000		50,000				
Operating Model			£60,000	(60,000)				
								£124,000

3. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
Yes	Local Transport Fund	Funding has been secured for two replacement vehicles for the grass routes service in 2019/20 which will assist in the reduction of vehicle maintenance costs. This has been taken into account within the maintenance budget.

4. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	The review of the catchments aligns to policy A – The Best Possible Start in Life and D – Lifelong Learning. Changing the Operations model aligns with E – Future focussed Council
Has this proposal been included in your current Service/Business Improvement Plans?	N	This will be updated and built in to current plans as the proposal for service re-design progresses.
Has a Future Generation Evaluation been commenced?	Y	
How will this proposal address MCC's Climate Emergency commitment?	Y	Ensuring that we minimise vehicular movements whilst maintaining a viable grass routes and school transport service will reduce our carbon footprint.
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	N	
Will this proposal require any amendments to MCC policy?	N	Relevant decisions surrounding secondary school catchments have already obtained Member approval.

5. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
Grass routes - route optimisation	Service Users	May be negative as to date the service attempts to accommodate all preferred journey times and destinations. If the number of vehicles are reduced then users may need to alter their preferred journey times so that the mini buses can be fully utilised across the County.
New Operations Service Model	Staff	Negative – the total workforce required to run the PTU will be reduced.
Fleet Review	Fleet Fitters and External maintenance contractors	We will be undertaking a review of our fleet to remove vehicles which are expensive to maintain to reduce our maintenance costs. This may result in a review of the service undertaken by Fleet

6. Additional :

Question	Y/N	Comments/Impact

Will this proposal have any staffing implications?	Y	Reduction in staff across PTU
Will this project have any legal implication for the authority?	N	

7. Key actions required to deliver this proposal

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). 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 proposal.

Action	Officer/ Service responsible	Timescale
Design, consult & implement new structures in the Operations and Commissioning Teams	Debra Hill-Howells / Gareth Emery/Naomi Thomas	January 2020 – April 2020
Review of Grass routes including route optimisation	Debra Hill-Howells/ Gareth Emery	January 2020 – June 2020
Review of existing private hire model and marketing of the service offer.	Debra Hill-Howells/ Gareth Emery	January 2020 – April 2020
Move the Grass Routes service to a cash less service.	Gareth Emery	To be implemented in the Financial Year 2020/21

8. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example new expertise that will require additional investment etc.

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

9. Consultation

Describe any initial consultation that has been undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
New Driver Job Description	Consultation undertaken in the summer of 2019	Planned April 2020
Restructure consultation	Both the Operations and Commissioning re-structures will require formal consultations with staff and unions.	Planned early in 2020
Grass Routes service Users	Engagement and transition process from cash payments to card payments on vehicles which will require an upgrade to existing technology fitted to vehicles	Financial year 2020/21 – exact timescales to be determined by availability of technology upgrade

10. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 3 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

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
Users of Grass Routes service unhappy with changes to existing provision	Operational	User demand is high and service users have become accustomed to being able to specify preferred travel times. If route	Medium	Early engagement and implementing better ways for users to book the services (e.g. on line booking not just through the contact centre).

		optimisation is employed passengers may need to travel at different times		
Staff unhappy about proposed restructures	Operational	The Operational team have been made aware that as there has been a reduction in school transport runs and reduction in external contracts, a re-structure is needed.	Medium	Open and honest engagement with teams so that they are aware of the proposals and are consulted as early in the process as possible

11. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That the existing school transport requirements will remain as currently modelled.	New admissions and enrolment data will not be available to PTU until the end of the first quarter 2020, so we cannot accurately model and determine at this stage if additional or less school transport will be required in September 2020	Debra Hill-Howells
That Grass Routes review will result in fleet efficiencies and reduction in routes being travelled	Current runs demonstrate that the service is modelled to providing service expectations without considering the financial viability of the operating model (e.g. sending 2 buses to cover a run that could be covered by 1 if users adjust their pick up and drop off times)	Debra Hill-Howells
As a result of the route optimisation and reduction in school transport runs and external contracts – less drivers are required.	No data is available for September 2020 intake so decision based on reduction in Newport Grass Routes Service, cessation of Torfaen's 25 service and reduction in school transport contracts in September 2019	Debra Hill-Howells
That the Torfaen 25 Service terminates in December 2019.	Torfaen have appointed Anslows to provide a new service (previously the 25) from 6 th December 2019.	Debra Hill-Howells

12. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? 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 proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Budget	Budget does not overspend	neutral			
Customer	Grass Routes Users able to access the service and journey numbers remain constant or increase following the implementation of the review	tbc			
Re-structure	New operating model implemented in April 2020. Service able to meet existing school transport requirements	tbc			

The proposal will 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 pressure proposal, including the performance being achieved and the level of impact.

13. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	We will need to upgrade our existing ticketer machines to enable cashless payments on the grass routes services.
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	Y	Need to implement an electronic booking system for Grass Routes

Pressure Title:	Building cleaning supervision	Lead/Responsible Officer:	Debra Hill-Howells , Jan Baldwin (draft by RH)
Your Ref No:	PENT0020	Directorate:	Enterprise
Version No:	1	Section:	Cleaning
Date:	28/11/2019		

1. Pressure Description

Why is this pressure required?

The management and supervision structure within the toilet and building cleaning unit is extremely limited with one manager covering 90+ staff with no supervision or succession planning in place. The arrangement is no longer tenable as other services (predominantly catering) that offer support to this service area are similarly under significant pressure due to limited management, supervision and administration resource. Given this situation it is necessary to introduce greater resilience into the service management/supervision whilst at the same time offering some training and experience to appointments to the new roles proposed.

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

What is the evidence for the pressure? How has it been estimated?

When the cleaning manager is away from work the duties fall to the admin officer with help from the catering managers. This arrangement is manageable on a short term basis but when issues that needs attention (sickness, deep clean, public toilet problems, vehicle problems etc.) the service suffers. These types of issues happen quite frequently and the additional service pressure upon catering (being addressed through a temporary supervisor) places unacceptable pressure upon the remaining staff and the service may deteriorate during these times. The current service design also means that there is no succession management for the current service manager who wishes to reduce working hours. If reduced working hours are authorised this will reduce salary costs and offers an opportunity to reorganise the team and to create and recruit an assistant or trainee manager to improve the resilience and reliability of the service. The additional cost of £12k is based upon a reduction in salary for the existing service manager (from £30,500 to £18,300) giving a saving of approx. £12,200. A new post would be created on scp 11 (£21,100) which after the cost saving from the manager reducing hours (£12,200) leave £8,900 pressure to which is added Ers contributions at 30% - giving a final budget pressure of £11,700 (say £12,000).

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies	Target year				Total pressure proposed
				20/21	21/22	22/23	23/24	
		£12,000	Resilience and succession management achieved	£12,000				£12,000

2. Objectives of Investment

What are the objectives of investing in the identified pressure?

The current management arrangements are too lean with no resilience placing too much demand upon staff in other service areas to cover. This extends the supervision to cope with service demands and provides suitable succession plans for the service.

Expected positive impacts

Training opportunity for new recruit, better service continuity, less demand upon existing staff, succession planning

Expected negative impacts

Budget impact and potentially insufficient additional resource to adequately cope with service demands.

3. Actions required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required 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 proposal.

Action	Officer/ Service responsible	Timescale
These actions are already in place (support being offered from other service areas and cleaning staff organising themselves) but it is proving insufficient to provide a reliable service without undue pressure upon individuals.		

4. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposed successfully. For example new expertise etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Assistant or trainee cleaning manager who will likely require some industry training.	BICS training courses	Support from existing manager

5. Consultation

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?

Name	Organisation/department	Date
Service manager and head of service, CO and SLT	Enterprise	November '19
HR Lead	HR	November '19

Will any further consultation be needed?

Name	Organisation/ department	Date
No		

6. Measuring performance on the proposal

How do you intend to measure the impact of the investing in the pressure identified? 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 proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Improved service resilience and reliability	Less complaints	na			
Better staff liaison	Improved compliance with corporate indicators e.g. cico	na			

7. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, 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 risks.

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
Suitable recruitment	operational	Salary may be insufficient to attract suitable applicants	Medium	Market supplement applied if necessary
Remains insufficient to offer suitable mgt resource	operational	A large workforce spread over many sites working numerous shift patterns and weekends but the industry tends to operate on very slim mgt arrangements	low	Recruit extra (working) supervisors

8. Assumptions

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

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

9. Monitoring the pressure proposal

The pressure proposal will 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 pressure proposal, including the performance being achieved and the level of impact.

Savings relating to waste of £80,000 relate to reports being considered by Cabinet on 20th December 2019:

Report	Waste transfer station contract review		(40)
Report	Waste - Close Usk Recycling - dependant on policy approval by cabinet. Open Troy another day.		(40)

Refer to the following report and resource implication via the following link:

<https://democracy.monmouthshire.gov.uk/documents/s23438/3.%20Household%20Recycling%202019%20Part%202%20HWRC-%20Cabinet%20Report.pdf>

Proposal Title	HIGHWAYS GENERAL SAVINGS	Lead/Responsible Officer:	STEVE LANE
Your Ref No:	ENT019	Directorate:	OPERATIONS
Version No:	1	Section:	HIGHWAYS
Date:	OCTOBER 2019		

Version	Date	Changes Made
1 ver2	December 2019	Infill of information to make more transparent
2		
3		
4		

Brief Summary (Please include a brief description of the proposal being explored)

To achieve savings within the Highways Operations section through the following means :-

1. £5,000 - STAFF VACANCY : ADJUSTMENT THROUGH FRONTLINE GRADES AND FRONTLINE REQUIREMENTS
2. £5,000 - ROUTE BASED FORECAST : TRIALLING THIS WINTER SEASON. NEW WAY OF ACTIONING PRESALTING MAY LEAD TO REDUCTION IN USE OF SALT AND OVERTIME SALARIES. SOFTWARE £7,000 SAVINGS £12,000 (5-10%)
3. £2,500 – REDUCED EQUIPMENT HIRE CHARGE VIA THE PURCHASE OF SPECIALIST EQUIPMENT IN LINE WITH INCREASED CAPITAL UNDERTAKING.
4. £3,500 – SAVING THROUGH EFFICIENCIES OFFERED UP AS PART OF CHANGE IN RAGLAN DEPOT RECEPTION WORKING PRACTICES.
5. £5,000 - RECYCLING MACHINE. WORKING WITH BGCBC TO PROVIDE RECYCLED MATERIAL TO THEIR HIGHWAYS TEAM. DISCUSSION STILL EARLY STAGES BUT PROGRESSING.

Please answer the following questions and provide as much information as you have available at this stage of the proposals development. It is appreciated that further information will be developed prior to final approval of submitted proposals.

Question	Y/ N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	OPERATION IMPACT ONLY. NO SERVICE IMPACT
Has this proposal been included in your current Service/Business Improvement Plans?	N	
Has a Future Generation Evaluation been commenced?	N	NOT IMPACTED
How will this proposal address MCC's Climate Emergency commitment.?		RECYCLING HIGHWAY MAINTENANCE MATERIAL POTENTIAL REDUCTION IN SALT DURING WINTER SERVICE PRESALTING

Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	N																																																	
What is the impact of this proposal on other services?		NO DIRECT IMPACT ON SERVICE																																																
What other services will affect this proposal?	N	NONE																																																
Will this proposal require any amendments to MCC policy?	N/A	NO. ADJUSTMENTS TO WINTER SERVICE PLAN IN 2020/21 IF SUCCESSFUL TRIAL																																																
Will this proposal have any staffing implications?	N	NOT DIRECTLY																																																
Will this project have any legal implication for the authority?	N	NONE																																																
Will this proposal have any financial benefit?	N/A	<table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>23/24</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Highways Savings</td> <td></td> <td>21,000</td> <td></td> <td></td> <td></td> <td>21,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Additional Comments:</p>	Description	Remainder of 19/20	20/21	21/22	22/23	23/24	Total	Highways Savings		21,000				21,000																																		
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Will this proposal require investment to implement?	N	<table border="1"> <thead> <tr> <th>Investment Description</th> <th>Description</th> <th>Remainder of 19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>none</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td>RBF software</td> <td>Forecasting software</td> <td></td> <td></td> <td></td> <td></td> <td>revenue</td> </tr> <tr> <td>3</td> <td>none</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td>none</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>5</td> <td>none</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Additional Comment:</p>	Investment Description	Description	Remainder of 19/20	20/21	21/22	22/23	Total	Source of funding	1	none							2	RBF software	Forecasting software					revenue	3	none							4	none							5	none						
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		RBF forecasting software is being funded through revenue for the duration of the trial. Should the trial be successful then the savings will pay for the software and deliver the mandated surplus .																								
Has this proposal considered the opportunities for external funding?	N/A	Only the RBF proposal requires funding. This will be achieved through the revenue projected savings. No external funding needed or considered.																								
Will this proposal have any non-financial impacts?	N	<table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>none</td> </tr> <tr> <td>2</td> <td>Pre-salting roads will be more precise and allow salting on basis of need since forecast will be more accurate / relevant.</td> </tr> <tr> <td>3</td> <td>none</td> </tr> <tr> <td>4</td> <td>none</td> </tr> <tr> <td>5</td> <td>Increase recycling in BGCBC</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>none</td> </tr> <tr> <td>2</td> <td>none</td> </tr> <tr> <td>3</td> <td>none</td> </tr> <tr> <td>4</td> <td>none</td> </tr> <tr> <td>5</td> <td>none</td> </tr> </tbody> </table> <p>Additional Comment: Mandates 1, 3 and 4 are operational in nature and will not present a public facing difference.</p>	Ref	Benefit	1	none	2	Pre-salting roads will be more precise and allow salting on basis of need since forecast will be more accurate / relevant.	3	none	4	none	5	Increase recycling in BGCBC	Ref	Disadvantage	1	none	2	none	3	none	4	none	5	none
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Has a risk analysis been completed for this proposal?	N	<p>Main Risks</p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> </tbody> </table>	Ref	Risk	RAG Rating	Mitigation																				
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(Please refer to MCC Strategic Risk Management Policy)		<table border="1"> <tr> <td>1</td> <td>Not required</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td>This will become a pressure if not delivered.</td> <td></td> <td>Indications through data suggest it will work</td> </tr> <tr> <td>3</td> <td>Not required</td> <td></td> <td></td> </tr> <tr> <td>4</td> <td>Not required</td> <td></td> <td></td> </tr> <tr> <td>5</td> <td>BGCBC are the client and it will be their decision</td> <td></td> <td>Seek other markets for material</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table> <p>Additional Comment: 2 and 5 will become pressures should they not be implemented.</p>	1	Not required			2	This will become a pressure if not delivered.		Indications through data suggest it will work	3	Not required			4	Not required			5	BGCBC are the client and it will be their decision		Seek other markets for material								
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Will this proposal require procurement of goods, services or works?	N	Procurement of equipment and forecast software packages will be relatively low value, and undertaken in line with procurement. The transformations are in the way we operate or make decisions.																												
Has a timeline been considered for this proposal?	Y	<table border="1"> <thead> <tr> <th>Ref</th> <th>Activity</th> <th>Start</th> <th>Complete</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>delivery</td> <td>April 2020</td> <td></td> </tr> <tr> <td>2</td> <td>Verify new strategy.</td> <td>September 2020</td> <td>October 2020</td> </tr> <tr> <td>3</td> <td>Switching hire to purchase of SPandT procurement</td> <td>Ongoing as need arises</td> <td></td> </tr> <tr> <td>4</td> <td>delivery</td> <td>April 2020</td> <td></td> </tr> <tr> <td>5</td> <td>Negotiations with BGCBC</td> <td>2019/2020 ongoing</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Additional Comments:</p>	Ref	Activity	Start	Complete	1	delivery	April 2020		2	Verify new strategy.	September 2020	October 2020	3	Switching hire to purchase of SPandT procurement	Ongoing as need arises		4	delivery	April 2020		5	Negotiations with BGCBC	2019/2020 ongoing					
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What evidence/data has been gathered to	N/A	<ol style="list-style-type: none"> n/a comparison of presalting in 19/20 and ongoing this season hire / purchase cost assessments staff saving through more effective use of team 																												

date to inform this Proposal?		5. BGCBC's need to recycle is the driver behind the proposal																																
Will support services be required for this proposal?	N/A	<table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>no</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td>no</td> <td></td> <td></td> </tr> <tr> <td>3</td> <td>no</td> <td></td> <td></td> </tr> <tr> <td>4</td> <td>no</td> <td></td> <td></td> </tr> <tr> <td>5</td> <td>no</td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <div style="border: 1px solid black; padding: 5px; min-height: 100px;"> Additional Comment: </div>	Ref	Support Service	Activity	Internal/External	1	no			2	no			3	no			4	no			5	no										
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1	no																																	
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Will this proposal impact on the authorities built assets?	N	No, but operations Capital worth through revenue investment in equipment will increase marginally.																																
Will this proposal present any collaboration opportunities?	Y	BGCBC AND POTENTIAL TO EXPAND																																
Will this project benefit from digital intervention?	N	No digital intervention is required																																
How will the impact of this proposal be measured?		Overall MCC Highway Operation department producing a balanced or net surplus budget at year end.																																

Proposal Title	Discretionary Fee Increase for Resources, CEO and Enterprise for 2021/21	Lead/Responsible Officer:	Peter Davies, Matt Phillips/Matt Gatehouse & Frances O'Brien
Your Ref No:	CFC001	Directorate:	RES, CEO & ENT
Version No:	1	Section:	RES, CEO & ENT
Date:	11.12.2019		

Version	Date	Changes Made
1		
2		
3		
4		

Brief Summary (Please include a brief description of the proposal being explored)

Increased income generation as a result of a 2.5% increase to discretionary fee for Resources, CEO and Enterprise

This will result in the following proposed budget savings per area:

Resources - £608

CEO - £2,659

Enterprise - £48,617

In addition to the proposed Enterprise budget saving, an additional saving is proposed in relation to primary school meals due to a 2% increase (£2.45 to £2.50) to reflect inflation. Charge to commence in Summer Term 2020.

Based upon custom levels being maintained, this would result in a proposed saving of £23,956.

Please answer the following questions and provide as much information as you have available at this stage of the proposals development. It is appreciated that further information will be developed prior to final approval of submitted proposals.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Yes	The increase in charges enables us to sustain the quality of discretionary services
Has this proposal been included in your current Service/Business Improvement Plans?	N/A	
Has a Future Generation Evaluation been commenced?	N/A	
How will this proposal address MCC's Climate Emergency commitment.?	N/A	

Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	N/A																																											
What is the impact of this proposal on other services?	N/A																																											
What other services will affect this proposal?	N/A																																											
Will this proposal require any amendments to MCC policy?	NO																																											
Will this proposal have any staffing implications?	NO																																											
Will this project have any legal implication for the authority?	NO																																											
Will this proposal have any financial benefit?	YES	<table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>23/24</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Resources Fees & Charges increase</td> <td></td> <td>608</td> <td></td> <td></td> <td></td> <td>608</td> </tr> <tr> <td>CEO Fees & Charges increase</td> <td></td> <td>2,659</td> <td></td> <td></td> <td></td> <td>2,659</td> </tr> <tr> <td>Enterprise Fees & Charges increase</td> <td></td> <td>£48,617</td> <td></td> <td></td> <td></td> <td>£48,617</td> </tr> <tr> <td>School meals charge increase</td> <td></td> <td>£23,956</td> <td></td> <td></td> <td></td> <td>£23,956</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Additional Comments:</p>	Description	Remainder of 19/20	20/21	21/22	22/23	23/24	Total	Resources Fees & Charges increase		608				608	CEO Fees & Charges increase		2,659				2,659	Enterprise Fees & Charges increase		£48,617				£48,617	School meals charge increase		£23,956				£23,956							
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Will this proposal require investment to implement?	No	<table border="1"> <thead> <tr> <th>Investment Description</th> <th>Description</th> <th>Remainder of 19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Investment Description	Description	Remainder of 19/20	20/21	21/22	22/23	Total	Source of funding																																		
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Has this proposal considered the opportunities for external funding?	N/A																					
Will this proposal have any non-financial impacts?	NO	<table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <p>Additional Comment:</p>	Ref	Benefit	1		2		3		4		Ref	Disadvantage	1		2		3		4	
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Has a risk analysis been completed for this proposal?	N/A	<p>Main Risks</p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table>	Ref	Risk	RAG Rating	Mitigation																
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<p>(Please refer to MCC Strategic Risk Management Policy)</p>		<table border="1"> <tr><td>1</td><td></td><td></td><td></td></tr> <tr><td>2</td><td></td><td></td><td></td></tr> <tr><td>3</td><td></td><td></td><td></td></tr> <tr><td>4</td><td></td><td></td><td></td></tr> <tr><td>5</td><td></td><td></td><td></td></tr> <tr><td>6</td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </table>	1				2				3				4				5				6											
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<p>Will consultation and engagement be required for this proposal?</p>	<p>No</p>	<table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p>Additional Comments:</p>	Ref	Consultee	Description	Comp/Pending																												
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<p>Will this proposal require procurement of goods, services or works?</p>	<p>No</p>																																	
<p>Has a timeline been considered for this proposal?</p>	<p>No</p>	<table border="1"> <thead> <tr> <th>Ref</th> <th>Activity</th> <th>Start</th> <th>Complete</th> </tr> </thead> <tbody> <tr><td>1</td><td></td><td></td><td></td></tr> <tr><td>2</td><td></td><td></td><td></td></tr> <tr><td>3</td><td></td><td></td><td></td></tr> <tr><td>4</td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p>Additional Comments:</p>	Ref	Activity	Start	Complete	1				2				3				4															
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<p>What evidence/data has been</p>		<p>Previous year's budget has been utilised to inform a percentage increase for 20/21</p>																																

gathered to date to inform this Proposal?																																														
Will support services be required for this proposal?	Yes	<table border="1"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Communications</td> <td>Additional promotional materials may be required to promote services to maintain and increase custom</td> <td>Internal</td> </tr> <tr> <td>2</td> <td>CYP</td> <td>Amendment to parent pay</td> <td>Internal</td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> </tr> <tr> <td>5</td> <td></td> <td></td> <td></td> </tr> <tr> <td>6</td> <td></td> <td></td> <td></td> </tr> <tr> <td>7</td> <td></td> <td></td> <td></td> </tr> <tr> <td>8</td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Additional Comment:</p>	Ref	Support Service	Activity	Internal/External	1	Communications	Additional promotional materials may be required to promote services to maintain and increase custom	Internal	2	CYP	Amendment to parent pay	Internal	3				4				5				6				7				8											
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Will this proposal impact on the authorities built assets?	N/A																																													
Will this proposal present any collaboration opportunities?	N/A																																													
Will this project benefit from digital intervention?	N/A																																													
How will the impact of this proposal be measured?	BUDGET	Continued monitoring to ensure income target is maintained																																												

Service Area	Service being charged for	Proposed Charges for 2020/21 £:p	Percentage Increase	Increased additional budget income identified for 2020/21 budget setting purposes	Reason why inflationary increase is not being considered
ENTERPRISE DIRECTORATE					
Traffic & Road Safety	Road Closures	£2,000.00	2.60%	3,075	
Streetworks	Scaffolding Licence	£80.00	5%	437	
	Skip Licence	£80.00	5%	444	
	Section 50 Licence	£750.00	80%	4,738	
	FPN & RASWA Fees	Various	2%	1,176	
Highways Development	Street Name & Numbering	50.00 - Name Change	0%	0	Included as part of the mandate saving
		£130 - New Address per property	0%		
		£Varies – Multiple Plot/Properties	0%		
	Highways Inspection Fees/278 fees/external Dropped Kerbs	Various	2.5%	1,945	
		£130.00	4%	220	
		Con 29 Various Charges	0%	0	
	£40.00 – Highway extents plan				
Floods & SUDS	Ordinary Watercourse Inspection Fee	£50.00	0%	0	
	SABs Pre-Application Advice	£180.00-£540.00	16.0%	0	Current budget is too high compared to activity. There is a pressure mandate in the MTFP to reduce this down. Increasing pre-app fees will deter customers. Application fees are set by statute.
		£240.00-£660.00	16.0%		
		£50.00	0%		
		£50.00	0%		
	SABs Application	£420.00-£1,750.00	0%		
Highways Ops	External Works	Various	2.5%	2,882	
Car Parking	Charges	£1.50 - 2 hr. stay, £1.90 - 3 hr. stay, £2.40 - 4 hr. stay, £4.80 all day. £3.60 daily charge Tuesday only at Byefield Lane. £2.40 - Daily charge for Rogiet Playing Fields. £1.50 daily tariff charge - Drill Hall, Cinderhill, Rowing Club and The Station 5 day Tariff - £18.00 6 day Tariff - £21.50 Over stay £6.00	0%	0	

		£25/£50 – Low Contravention Fee £35/£70 - High Contravention Fee	0%	0	Car parking fees are subject to a separate review process
		£60.00	0%	0	
		£60.00	0%	0	
		£137.50			
		£430 pa. £220 6 months or £110 3 months	0%	0	
		£540 pa. £275 6 months or £138 3 months			
		£1,500 per visit depending on what it will be used for.	0%	0	
		Various	0%	0	
		Various	0%	0	
Catering	School Meals	£2.50	2%	0	Included as part of the mandate saving
		Various		0	
Cleaning			2.5%		Price will increase to keep up with pay award etc... but service is struggling to meet income target in 19-20 so budget will not increase as it will only create a budget pressure going forward.
Waste	Sale of Garden Bags to residents	£18 per bag	0%	0	collection for 3 winter months so no increase in charge)
	Sale of bags to Trade	£2.65	2.5%	1,900	
	Sale of bags to Trade	£17 for roll of 26 bags	6%	1,000	
	Sale of Trade Bins	£11.95, £15.00, £18.00 and £23.70 for coll & disp chg,	2.5%	10,000	Increase of 2.5%
	Trade Notes	£30.00	17%	2,250	
	Sale of glass boxes to Trade	£26.00			Businesses will use a glass box instead of the red and purple recycle bags so different stream of income not additional steam of income
			63%	0	
	Sale of glass wheelie bins to Trade	Charge per bin for collection and disposal for 140L £5 and 240L £8 collected fortnightly			Businesses will use a glass box instead of the red and purple recycle bags so different stream of income not additional steam of income
			23%	0	
				0	
Transport	Private MOTs	£54.85 for a Car MOT - Price Fixed centrally. Prices increase depending on size of vehicle	2.50%	0	Prices fixed nationally so no increase to fee - not currently meeting budget so will only result in a budget pressure.

Grounds Maintenance	External Income	Various depends on size and type of contract	0%	0	External charges are set per contract sometimes over more than one year.
Passenger Transport	Private Hire	Various - depends upon the length of the hire and the number of drivers, hire times and fuel prices.	3%	0	Price will increase to keep up with pay award etc... but service is struggling to meet income target in 19-20 and a budget pressure has been included in MTFP.
Borough Theatre	Admission, Refreshments, Room/Facility Hire	Various - depends upon type of show, length of hire etc....	2.50%	8,347	
Events Team	Event Management	Various - depends on time required.	0%	0	
Planning & Housing	Building Control Fees	Various	2.5%	10,079	Based on demand not individual price increase due to trading reserve being in a surplus the actual fees are to remain at 19-20 prices to keep reserve levels in line with legislation
	Development Management	Various	1.5%	0	Identified as part of savings
Communications	External Fees	Varies - Dependant on length of time spent	2.5%	123	
Housing	Housing				
	Careline Alarms non business	£4.50 per week per client	0%	0	Increasing the fee for this could make it unaffordable for clients, most clients who required these services are of pensionable age and not in receipt of high incomes.
	Careline Installation Charges	£45 per installation est. of 200	0%	0	
	Disabled Facility Grant Admin Fee	£950 per grant	0%	0	This income is a fixed amount per capital grant awarded, the more this increases the less money there is in the capital scheme to award as grants.
Sub-Total ENTERPRISE				48,617	

Service Area	Service being charged for	Proposed Charges for 2020/21 £:p	Percentage Increase	Increased additional budget income identified for 2020/21 budget setting purposes	Reason why inflationary increase is not being considered
RESOURCES DIRECTORATE					
Markets	Markets-Caldicot		0.00%	0.00	Prices will remain the same due to amount of disruption caused by building work being carried out in 19-20 and rents being halved.
	Markets - Monmouth		0.00%	0.00	
	Markets-Abergavenny		0.00%	0.00	
			0.00%	0.00	
	Tuesday Market inside per table	£15.76			
	Tuesday Market Outside per foot of floor space	£2.40			
	Wednesday Market per table	£9.45			
	Friday Market per table	£10.51			
	Saturday Market inside per table	£15.76			
	Saturday Market Outside - Small	£11.56			
	Saturday Market Outside - Large	£23.11			
Sunday Market per table	£10.51				
Cemeteries	Cemeteries Service Charge		10.00%	0.00	Prices will increase to bring in line with neighbouring authorities, although service cannot make 19-20 budget target so price increase will only go to help reach that target in 20-21 and not increase the budget.
	INTERMENT IN EARTHEN GRAVE: PERSONS 17 YEARS OF AGE OR UNDER:				
	Stillborn and non viable fetuses (New ERB)	No Charge /No Charge			
	New single depth grave in children's section (New ERB)	No Charge /No Charge			
	New Single Depth (New ERB)	No Charge /No Charge			
	New Double Depth (New ERB)	No Charge /No Charge			
	New Treble Depth (New ERB)	No Charge /No Charge			
	PERSONS 18 YEARS OF AGE AND OVER:				
	New Single Depth (New ERB)	1650/3300			
	New Double Depth (New ERB)	1934/3868			
	New Treble Depth (New ERB)	3144/6289			
	Re-opened grave to single depth - (New ERB)	1130/1790			
	Re-opened grave to single depth (Transfer ERB)	1047/1047			
	Re-opened grave to double depth - (New ERB)	1471/2131			
	Re-opened grave to double depth - (Transfer ERB)	1319/1319			
	Cremated remains in Garden of Remembrance	715/1430			
	Re-opened cremated remains - (New ERB)	715/1166			
Re-opened cremated remains (Transfer ERB)	660/660				
Cremated Remains in new full grave	1205/2409				
BRICKED GRAVE:					
Single Depth	2070/4139				
Double Depth	2820/5640				
Treble Depth	3564/7128				

	RESERVATION OF GRAVE SPACE				
	Normal	297/741			
	Cremated Remains	188/470			
	RIGHT TO ERECT MEMORIALS				
	Normal Grave Space				
	All memorials for Children's Interments	No Charge			
	Headstones	220/440			
	Memorial Vases or Tablets	138/275			
	Re-Erection of Memorial following safety testing failure	No Charge			
	Replacement of existing memorial	88/176			
	Cremation Plots				
	Memorial Vases or Tablets	138/275			
	ADDITIONAL INSCRIPTIONS ON MEMORIALS	88/88			
	Re- gilding of existing Inscriptions on all memorials	88/88			
	EXCLUSIVE RIGHT OF BURIAL FOR FULL GRAVE PLOT				
	Initial Issue	660/1320			
	Each subsequent transfer	578/578			
	EXCLUSIVE RIGHT OF BURIAL FOR CR PLOT				
	Initial Issue	451/902			
	Each subsequent transfer	396/396			
	Form of Assignment	36/36			
County Farms				0	No rent review is due so we cannot increase the fee income
	Agricultural Rents		0%	0	
	Cottage Rents				
	Grazing Rights				
Asset Management	Rents from shops and other properties	Various - all individual	0%	0	Increase already built into resources restructure
	Industrial Unit Rent	Various - all individual	0%	0	Increase already built into resources restructure
Allotments	Allotment plots	£28.30 Per Plot	3%	60	
Procurement	Agency rebate		0%	0	New agency contract, without rebate method that was previously agreed This will be offset by pressure built into MTFP.

Property Services	External Fee Income			0	Increase already built into resources restructure
			0%	0	
			0%	0	
			0%	0	
			0%	0	
Central Finance	External Fees	4318	2.00%	548	Realigning budget to actuals charged
Audit	External Fees	Various	0.00%	0	
People & HR	Training	Various	0%	0	Forecast in 19/20 is below budget so no increase on budget for 20/21
	Corporate Training	Various	0%	0	
	Payroll	various	0%	0	No increase as working towards reducing late payments
Sub-Total Resources				608	

Service Area	Service being charged for	Proposed Charges for 2020/21 £:p	Percentage Increase	Increased additional budget income identified for 2020/21 budget setting purposes	Reason why inflationary increase is not being considered
CHIEF EXECUTIVES					
Community Education			2.50%	144	
Libraries			2.50%	1,098	
	Overdue Charges	22p per day, max charge £15.00			
		For concessionary groups, 12p per day, max charge £7.50			
	Internet Usage	£1.04 per half hour for non members			
	Photocopying	From 21p to 36p per sheet			
	Reservation Fees (Inter Library Loans)	£4.30 per reservation			
	Promotional Sales Commission			0	
Elections	Electoral Registration		0.0%	0	Set by central Govt
	Training Income		0.0%	0	Current target is not being achieved.
Legal Services	Legal advice for external clients		2.5%	1,417	
Sub-Total CEO				2,659	

Pressure Title:	Future Legal Department	Lead/Responsible Officer:	Matt Phillips
Your Ref No:	CCEO001	Directorate:	Chief Executive's
Version No:	1	Section:	Legal
Date:	6 Nov 18		

Why is this pressure required?

This form is used to convey a net pressure in the Legal Department following a process of identification of both pressures and savings. That net pressure is ...

Pressure

The approval of the 19/20 pressure proposal has allowed considerable transformation of the legal department to far better position it to provide the service that the organisation requires. Confidence should certainly be taken in the improvement that this budgetary change has brought; for example, the legal work conducted on AMS or other project related work alone between 1 Sep 18 and 21 Oct 19 would have cost £146,398 using the MCC commercial rate that we apply, which is still below the market rate which would have likely placed the cost in excess of £200,000.

This pressure relates to 2 issues:

1. Recruitment of an Employment Lawyer.
2. Cost and risk reduction in Children Services/Family Law.

Employment Lawyer

MCC spends approximately £65,000 a year on external legal advice for employment matters. In the last 5 years it has dealt with 17 settlement agreements with an annual payment of £146,000. In 5 of these 17 cases (the only available data), the person subject to the settlement agreement spent an average of 11 months absent during the process. Extrapolating that at an average of 3.8 settlements a year that's almost 42 months a year lost to absence during these proceedings.

Outwith these legal matters, there is a swathe of policy that falls to People Services to draft, coordinate and implement, as well as the day-to-day advice that is sought from them and the business partnering structure that is in place. Further, MCC is currently increasing resource in People Services as part of the 4 Sep 19 Resources Directorate Restructure in recognition of the need to increase capacity therein to support the organisation.

It is estimated that an in house employment lawyer could reduce the annual legal spend by 2/3s (recognising that an element of the spend will be advocacy costs at Employment Tribunal) – approx. £44,000pa if the trend of the last 3 years continues. However, it is anticipated that there is a significant additional benefit that will be achieved during the kind of drawn out, high-absence matters that result in settlement agreements, let alone those matters that are not caught by the figures above.

Broadly, the ability for People Services, and Managers across the organisation, to get direct, free access to an in house employment lawyer should have a significant impact on the way business is conducted when it comes to HR matters to the benefit of the organisation and colleagues. It is anticipated that significant hidden demand would be exposed by such access that is not currently captured. It is an addition strongly supported by People Services and with support from CEx/SLT also.

Children Services/Family Law

The additional resource provided in the 19/20 budget has seen an approximate uplift in capacity in this area of the legal department of 30%. In the same time period, demand measured purely in terms of cases in proceedings in Court (there is a considerable amount of work beyond this

calculation), has risen by over 50%. Given the starting position was one of under provision, despite the considerable improvements in the electronic working practices and new joiners have brought to the team, it is still unable to meet demand.

The Deputy Head of Law, who has been with MCC for over 40 years and represents a phenomenal amount of knowledge, skill and experience, will retire in Dec 19, as will another long standing member of the team, while a recently employed paralegal has succeeded in securing a training contract at another LA (a success story) and a Solicitor has decided to return to the private sector for a better work/life balance – in itself a measure of the workload currently being experienced.

As such, a full review of task and resource has been completed, resulting in this proposed pressure.

Experience and engagement with other LAs suggests that a lawyer should be capable of dealing with 7-8 cases at any one time, plus all of the other responsibilities of supporting the CS teams outside of Court proceedings. Currently, they are dealing with up to 13 each which is dangerous in terms of potential for error and work/life balance for our colleagues.

When cases reach an unsustainable number, despite action taken within the department to make use of temps and locums to smooth pinch points like Summer leave (resulting in an IY pressure), recourse is to send cases to an external Solicitor such as Hugh James. The average cost of doing so is approx. £22,000 per case (over typically around 9 months).

Therefore, if an in-house lawyer, with suitable support, can deal with an average of 8 cases at any one time, with an average duration of 9 months per case, then the equivalent cost of sending a single Solicitor's case load to Hugh James for a year is in the region of £200,000 (which of course discounts all of the other work carried out in pre-proceedings matters).

That suitable support is based on the recent experience of recruiting 2 paralegals into the department for the first time. While turnover is anticipate to be frequent (in itself a positive message to potential recruits), the considerable benefit of creating these new roles has allowed, within the constraints of the considerable demand growth, is the ability for the Solicitors to add value in areas that they specialise, rather than being swamped by administrative and routine legal tasks.

The CS budget for legal spend is £260,000. In 18/19 the final spend was just shy of £500,000 and the same is forecast for 19/20. More than 55% of this cost is Counsel and 16% Solicitor (mostly the Hugh James work referred to above). While the budget sits in CS, responsibility for reducing this overspend must sit with legal and so the additional resource will aim to reduce these costs by first, avoiding cases being sent to Hugh James, and second, reducing use of Counsel from capacity based to complexity based (ie. Solicitors will conduct hearings of up to 3 days in duration).

Therefore the proposal is to delete the Deputy Head of Law and Admin posts that are retiring IY and instead recruit one additional Lawyer and 2 additional paralegals.

Saving

The work being conducted in the Commercial team to expand a client base means the income target will be increased as an aspiration to continue to broaden this work.

Further, the commercial ambition of the organisation via the Asset Management Strategy has meant that advice provided internally has and will increase as a result and, while that results in a considerable saving when compared with the cost of seeking external advice, it is still appropriate to apply an internal/external recharge on these services provided (depending on the nature of the project) so that the full cost of such activity is properly articulated to the Investment Committee. This income level has been set at 10% of the income target allocated within the Resources Directorate.

How much pressure is there and over what period?

Pressure - £180,000 for 20/21 and impacting thereafter taking into account pay awards and increments.
 Saving - an income saving of £10,000 and a projects recharge value of 10% of the revenue target of £400,000 of £40,000.

Net Pressure £130,000

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?

Name	Organisation/department	Date
Paul Matthews	Chief Exec	18 Oct
Paul Jordan	Cabinet Member Governance et al	10 Oct
Peter Davies		15 Oct onwards
SLT/Cabinet		Throughout

Will any further consultation be needed?

Name	Organisation/ department	Date

1. Vision and Outcomes of the Pressure Proposal

Give a business context for the budget pressure. 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 affect service performance within the immediate service area or any impact on other services provided by the authority / any other providers? In doing so, the pressure proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

What are the outcomes of investing in the identified pressure?

The pressure is purely a result of the personnel restructure/recruitment identified above.

Employment Lawyer

- reduce external legal spend by £44,000 a year across all directorates;
- reduce risk of HR matters;
- reduce cost of HR matters – potentially in terms of settlements, probably in terms of speed and efficiency leading to a reduction in absence costs;
- improve HR policies and robustness;
- better provide for PS and Managers to expose hidden demand currently not articulated.

Family Roles

- prevent further spend on external legal provision;
- reduce CS spend in Counsel costs by a target of £100,000;
- improve resilience in the department for pinch points in the year;
- reduce risk to children and others in our care and MCC reputation thereafter;

Expected positive impacts

Employment Lawyer

Mostly covered above but this would allow a fundamental shift in how MCC frames its policies and reacts to HR matters which will have a tangible cost benefit but a considerable cultural and capability benefit.

Family Legal Recruitment

We've got to swiftly address the IY overspends that are happening as a result of being understaffed and thereafter establish a system that is capable of not just meeting demand, but surging to meet future increased demand, reduce risk in CS work and then go onto address the crippling overspend in CS.

Expected negative impacts

2. Pressure proposed

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

What is the evidence for the pressure? How has it been estimated?

Detailed discussion with department accountant Sarah Pugh to calculate saving of removal of 2 posts and introduction of 4 new posts.
Further discussion at SLT and S151 officer around the savings targets and calculation.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed non cash efficiencies – non £	Target year				Total pressure proposed
				19/20	20/21	21/22	22/23	
Legal	£726,024	130000			130000			130000

3. Actions required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required 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 proposal.

Action	Officer/ Service responsible	Timescale

4. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposed successfully. For example new expertise and knowledge etc.

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

5. Measuring performance on the proposal

How do you intend to measure the impact of the investing in the pressure identified? 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 proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23
Reduce cost to directorates for HR matters	Feedback from HR				
Meeting demand in CS	No cases needing to be sent externally				
Reducing Cost in CS	CS Budget				

6. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, 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 risks.

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
Demand in CS	Strategic	Yet another year of demand increase higher than all forecasts	Med/Med	Continued efficiencies of the new electronic working combined with greater scale, and so resilience, should assist
Supply/Demand	Strategic	Demand for CS lawyers is oustripping supply and so recruitment in the market is very difficult	Med/Med	Being better at recruiting than anyone else

7. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
We will have suitable applicants for advertised roles	We have proven success in recruiting through novel techniques and sheer hard work.	

8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

Options	Reason why Option was not progressed	Decision Maker
Do nothing	CS demand is too great resulting in the need to send work externally at vastly inflated costs. To do nothing would cost MCC considerably more than the proposed pressure financially, as well as increasing risk unacceptably	
Approve £125,000 for the CS recruitment alone	As per above, to not do this would invite additional cost and risk. However, there is a middle ground whereby the status quo remains as regards an employment lawyer thus saving on some of the proposed pressure. This is not recommended for the reasons set out.	

9. Monitoring the pressure proposal

The pressure proposal will 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 pressure proposal, including the performance being achieved and the level of impact.

Proposal Title	Community Hubs and Contact Centre: ICT and Automation Pressures and Community Learning Income	Lead/Responsible Officer:	Matthew Gatehouse
Your Ref No:	CCEO002	Directorate:	CEOs
Version No:	0.2	Section:	Policy and Governance
Date:	4/12/19		

1. Proposal Description Please include a brief description of the proposal being explored and the core objectives. Please also include supporting evidence for the identified saving and/or pressure

Unbudgeted costs associated with automation in the community hubs and contact centre.

- i) Uplift in budget to secure budget for My Council Services App and Chatbot. These enable increased channel choice and increased self-service functionality which will improve customer service and create the conditions for future efficiencies and improved responsiveness.
- ii) Recurring license costs from upgrade of public access PCs and laptops in community hubs. This provision enables ongoing delivery of core customer service offer in hubs as well as digital skills and provision of courses through Coleg Gwent franchise and Skills at Work Offer which aims to raise the skill level of lower paid workers across the county. Costs have been minimised by reviewing demand data and upgrading only 75% of existing machines as more service users have taken the opportunity to use their own devices in these settings we have been able to decommission approx. 25% of existing machines

2. Budget Impact In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
Contact Centre	£1,365,847	£24,000	-	£24,000				+£24,000
Community Hubs	£323,365	£17,000		£17,000				+£17,000
Community Learning	(£4,000)		(£45,000)	(£30K)	(£10K)	(£5K)		-£45,000 (over MTFP)

3. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
Skills at Work	Wales European Funding Office	Confirmed. The targeting of learners for the skills at work programme will open up opportunities to market additional courses outside of the scheme to new learners.

4. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
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Does this proposal align with the MCC Corporate Plan ?	Yes	Yes – Future Focused Council. A) Council enables and provides good sustainable local services whilst delivering excellent customer experience across all channels and B) Exploring and embed new ways of working – Artificial Intelligence, automation and collaborative technology
Has this proposal been included in your current Service/Business Improvement Plans?	No	No
Has a Future Generation Evaluation been commenced?	No	
How will this proposal address MCC's Climate Emergency commitment.?	Yes	By increasing opportunities for people to access services digitally, it is feasible that avoidable car journeys will be reduced
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	No	
Will this proposal require any amendments to MCC policy?	No	

5. **Additional Impacts** What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
Positive impact on Community Learning through enhanced ICT provision	Those accessing courses in community hubs	Positive

6. **Additional Considerations:**

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	N	

7. **Key actions required to deliver this proposal**

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). 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 proposal.

Action	Officer/ Service responsible	Timescale
Effective targeting of opportunities at new learners	Richard Drinkwater	September 2020
Production of marketing material and digital communications including close liaison with the council's communication, engagement and marketing team	Helena Williams	July 2020
Upgrade of ICT equipment to enable technology-based courses to meet learner expectations and ensure courses are booked	Helena Williams	January 2020

8. **Additional skills/ business needs**

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example new expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Expertise from revenue's and Benefits Team and Civica Ltd to ensure effective operation of chip	Revenue's and Benefits Civica	SRS Input – already delivered

and pin payment facilities in hubs following technology upgrade		

9. Consultation Describe any initial consultation that has been undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
n/a		

10. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 3 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

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
Potential failure to ensure timely upgrade of software for chip and pin facilities to enable ongoing provision of card payment facilities in hubs	operational	Need for external activity identified following completion of testing by SRS	Medium	Work with colleagues in revenues and benefits team to identify alternative payment solutions that can be deployed in the event of delay
Potential failure to attract new learners to chargeable courses which could be impacted upon by wider economic conditions	operational	Raising additional income is dependent upon the courses being affordable to potential learners	Medium	Effective marketing and use of external funding sources to ensure courses are appropriately targeted at areas and demand and priced at an affordable level

11. Assumptions

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

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

12. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? 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 proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Budget	Amount of income generated from community learning courses	+30K	+10K	+5K	

The proposal will 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 pressure proposal, including the performance being achieved and the level of impact.

13. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	Software upgrade
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	However, will maintain quality of existing collaborative arrangements with Coleg Gwent
Will this project benefit from digital intervention?	Y	Ongoing use of My Monmouthshire and Monty the Chatbot

Proposal Title	Staffing Re-alignment: Policy and Governance Section	Lead/Responsible Officer:	Matthew Gatehouse
Your Ref No:	CEO007	Directorate:	CEOs
Version No:	0.2	Section:	Policy and Governance
Date:	4/12/19		

- 1. Proposal Description** Please include a brief description of the proposal being explored and the core objectives. Please also include supporting evidence for the identified saving and/or pressure

To re-align staffing in the contact centre and across the community hubs to deliver economies of scale and realise efficiencies. This includes delivery of a £60K saving which has already been removed from the 19-20 budget for the contact centre (R032) but which it has not been possible to deliver in 2019-20.

The proposal will involve the deletion of a number of posts which have been held vacant and filled with fixed term or agency staff and will also result in some staff bases moving to other bases and changes in contracted hours. There will be one compulsory redundancy which will incur severance costs. The members of staff has been consulted and has been engaged in discussions. The proposal also involves the deletion of one Business Support position located at County Hall which is presently vacant.

The proposals will see the loss of 4.0 FTE.

- 2. Budget Impact** In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
Community Hubs and Contact Centre	1,689,212		139,000 (includes 2019-20 savings target of £60K)	£79,000				-£79,000

- 3. External Funding:** Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)

- 4. Corporate Alignment:** How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Yes	Yes – Future Focused Council.

		19) The Council enables and provides good sustainable local services whilst delivering an excellent customer experience across all channels.
Has this proposal been included in your current Service/Business Improvement Plans?	No	No
Has a Future Generation Evaluation been commenced?	No	
How will this proposal address MCC's Climate Emergency commitment.?	Yes	By increasing opportunities for people to access services digitally, it is feasible that avoidable car journeys will be reduced
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	Yes	
Will this proposal require any amendments to MCC policy?	No	

5. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
Reduction in the numbers of staff responding to queries from customers may reduce responsiveness. These are handled for all departments. This will be partially offset by the growing use of digital channels such as the app and chatbot and greater resilience by embedding contact centre staff within community hubs to enable peaks and troughs in demand between the different customer channels to be ironed out through greater economies of scale	All departments who have services accessed via hubs and contact centres	Negative

6. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	This will involve one compulsory redundancy, the deletion of posts that have been held vacant while this work has been developed. There will also be a requirement for some staff to relocate from Chepstow to Abergavenny.
Will this project have any legal implication for the authority?	N	

7. Key actions required to deliver this proposal

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). 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 proposal.

Action	Officer/ Service responsible	Timescale
Develop proposals in more detail	Matthew Gatehouse	Dec 2019

Commence informal consultation with staff who could be made redundant or relocated under the proposals.	Matthew Gatehouse	Dec 2019

8. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example new expertise that will require additional investment etc.

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

9. Consultation

Describe any initial consultation that has been undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
Staff	Early discussions who would be subject to redundancy and those who will assume additional responsibilities or be relocated under these proposals. No engagement with wider staff group undertaken at this stage	November 2019

10. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 3 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

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

11. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
There is a growing ability to meet demand using digital channels	While demand for services has increased the authority has seen an increase in the proportion of customer interactions which are taking place over digital channels such as the council's app and chatbot.	

12. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? 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 proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Customer	Percentage of incoming phone calls that are missed	<15%	<10%	<7.5%	
Customer	Proportion of interactions which are digital	63%	65%	70%	

The proposal will 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 pressure proposal, including the performance being achieved and the level of impact.

13. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	Y	Ongoing use of My Monmouthshire and Monty the Chatbot

Pressure Title:	CORPLORD Estates CCL Increases (Elec,Gas,etc)	Lead/Responsible Officer:	Debra Hill-Howells
Your Ref No:	PRES001	Directorate:	Resources
Version No:	1	Section:	Landlord Services
Date:	12.12.2019		

Why is this pressure required?

We have been advised by market advisors and the CCS that energy costs are set to rise in the next financial year. Our energy costs are in the region of £1,900,000 pa, so any uplift will create an unfunded revenue pressure. The authorities energy bill includes a charge relating to Change Climate Levy (CCL), CCL pressure will increase by 5% in 2020-21 with further increases expected in 21-22 and 22-23.

Refit has been used as an option to reduce energy costs and control the potential impact of large energy price increase, in 19-20 base budget a saving of £30,000 was identified from introducing Refit, due to changing timescales this saving has been partly delayed leading to a one off pressure in 20-21, the new profile of savings indicates that this will only be an issue for one financial year with increased savings being delivered in 21-22 and 22-23.

	2018/19	2019/20	2020/21	2021/22	2022/23
CCL CHARGES	£ 98,703	£ 151,115	£ 158,810	£ 165,126	£ 169,817
INCREASE ON 2018/19		£ 52,412	£ 60,107	£ 66,423	£ 71,114
INCREASE ON PREVIOUS YEAR			£ 7,695	£ 6,316	£ 4,691

	2019/20	2020/21	2021/22	2022/23
Net Re:fit saving	£ -	£ 15,651	£ 40,219	£ 63,775
Additional saving above £30k target	£ -	£ -	£ 10,219	£ 33,775

How much pressure is there and over what period?

Energy costs rise annually, we are currently securing our energy through CCS, but we are also exploring additional options including direct procurement

Have you undertaken any initial consultation on the need for this pressure to be included in the MTFP?

Name	Organisation/department	Date
Mark Howcroft, Peter Davies, Stacey Jones, Dave Loder, Nicola Wellington	Finance	26 th October 2018

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

1. Vision and Outcomes of the Pressure Proposal

Give a business context for the budget pressure. 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 affect service performance within the immediate service area or any impact on other services provided by the authority / any other providers? In doing so, the pressure proposal must be tested against the Future Generations Evaluation and consider the impact in relation to the new Future Generations Bill.

What are the outcomes of investing in the identified pressure?
<p>The pressure has arisen as a result of increasing energy costs and CCL rates, if we do not increase the available revenue budget then the increased costs will need to be met from existing budgets which will have a negative impact on services.</p> <p>Increased pressure on Refit savings due to delayed implementation and changes to the delivery timescale, if we do not reduce this saving expectation then the increased cost will need to be met from existing budgets which will have a negative impact on services.</p>
Expected positive impacts
If the pressure is funded there will be a neutral impact to service providers and users
Expected negative impacts
If the pressure is not funded there will be additional costs to services that will reduce their available resources for service provision

2. Pressure proposed

Show how the budget pressure has been evidenced and will increase the current service budget. This must cover each year implicated. This section must also cover any other efficiency that will arise from the pressure.

What is the evidence for the pressure? How has it been estimated?								
<p>The pressure has been identified through conversations with Crown Commercial Services who have identified a significant uplift in costs for wholesale gas and electricity. They are now acquiring next year's supplies and will continue to do so until April next year as the market fluctuates on a daily basis – conservative estimates are that there will be a 30% uplift in the fuel costs for CCS customers</p>								
Service area	Current Budget £	Proposed Cash Pressure 20-21 £	Proposed cash savings £	Target year				Total pressure/saving proposed
				19/20	20/21	21/22	22/23	
All	Total £1,900,000	7,695		52,412	7,695	6,316	4,691	116,114
Estates/All		14,349		- 30,000	14,349	- 24,568	- 23,556	-63,775

3. Actions required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required 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 proposal.

Action	Officer/ Service responsible	Timescale
We are investing in energy efficiency through the Re-Fit scheme that will be rolled out in the next financial year	Debra Hill-Howells/ Landlord Services	19/20
Alternative procurement options are being investigated	Ian Hoccom/ Mark Howcroft	18/19

4. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposed successfully. For example new expertise and knowledge etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Within the energy team	Landlord Services restructure	

5. Measuring performance on the proposal

How do you intend to measure the impact of the investing in the pressure identified? 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 proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2019/20	Target 2020/21	Target 2021/22	Target 2022/23
Budget	The energy costs of MCC are met within the allocated budget	100%			

6. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, 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 risks.

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
Potential that energy costs will rise higher than planned due to Brexit etc	Strategic	Uncertainty in wholesale market	Medium	Continue to monitor market and identify opportunities to reduce energy consumption
Increased demand for energy	operational	Services have direct control over the management of buildings and best practices not always adhered to	Medium	Re-fit and identifying areas of concern to provide support. Effective monitoring of bills and consumption to identify variances in demand as could be problems

				with the supply as well as working practices

7. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
The CCS forecasts are correct	Current procurement framework provider and provider of wholesale evidence	

8. Options

Prior to the pressure proposal being prepared, an options appraisal will have taken place. Summarise here the outcome of the Options considered and detail the rationale on why they were disregarded.

Options	Reason why Option was not progressed	Decision Maker
Do nothing	Not an option as we are not in control of the energy supply costs, therefore if we do nothing the increased costs will be pushed back to service areas which will have a negative impact on services	Debra Hill-Howells
Mitigate consumption	Already being progressed as a saving through the Re-Fit scheme	Debar Hill-Howells

9. Monitoring the pressure proposal

The pressure proposal will 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 pressure proposal, including the performance being achieved and the level of impact.

Proposal Title	BUDGET PRESSURES FOR THE SRS AND DIGITAL PROGRAMME OFFICE COMBINED	Lead/Responsible Officer:	Sian Hayward
Your Ref No:	PRES006	Directorate:	Resources
Version No:	1	Section:	Digital Programme Office &SRS
Date:	01/12/19		

1. **Proposal Description** Please include a brief description of the proposal being explored and the core objectives. Please also include supporting evidence for the identified saving and/or pressure

This proposal is to detail the budget pressures arising within the SRS and the Digital Programme Office as a result of increases/decreases in budget provision.

THE SRS -

The control total for the SRS budget for 20/21 is £2,136,204 and the confirmation of the cost from the SRS next year is £2,275,353 representing a shortfall of £139,149. This includes a shortfall currently being experienced in 2019/20 of £32,725

Increase in shared admin costs with other SRS partners	9774
Contract savings	-18762
MTFP increase in the SRS for pay awards etc	86684
Additional staff for project management and security	50918
Controllable budget savings	-22189
TOTAL INCREASE IN THE SRS BUDGET	£139,149

THE DIGITAL PROGRAMME OFFICE -

Data Protection registration fee increase	2,900
Increase of £4969 increase in GIS contract cost	4,969
<u>TOTAL INCREASE IN THE DPO BUDGET</u>	7,869

2. **Budget Impact** In this section please include the savings and pressures identified and the overall budget impact resulting from this proposal. This must cover each year implicated.

Service area	Current Budget £	Proposed Cash Pressure £	Proposed Cash Efficiencies £	Target year				Total Budget Change Proposed
				20/21	21/22	22/23	23/24	
SRS	2,136,204	£139,149	0	£139,149				

DIGITAL PROGRAMME OFFICE	£724,268	£7,869	0	£7,869				

3. External Funding: Has this proposal considered the opportunities for external funding? If yes, what funding avenues have been identified?

Funding Identified	Source	Current status (i.e. confirmed, in application, etc)
Not applicable		

4. Corporate Alignment: How does this proposal contribute and align with the current Corporate Plan objectives and have the relevant evaluations been considered and completed? Please consider any implications this proposal may have on our current policies.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?		As it is an investment in digitisation yes it aligns with the corporate plan
Has this proposal been included in your current Service/Business Improvement Plans?	N	It isnt a proposal or project as such, it is an increase in operating costs as a result of of price and cost of living prices.
Has a Future Generation Evaluation been commenced?		YES
How will this proposal address MCC's Climate Emergency commitment.?		It will increase the digitisation of the councils services with a resultant decrease in travel, paper consumables and customer transacton costs.
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)		No
Will this proposal require any amendments to MCC policy?		No

5. Additional Impacts What are the expected impacts of implementing this proposal? Please include the potential impact on other service areas

Description	Who is effected?	Is this impact positive or negative?
POSSIBLE IMPACTS ON THE ABILITY TO DELIVER AN AMBITIOUS PROPOSAL FOR DIGITISATION IN THE COUNCIL	All services	No impact

6. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	
Will this project have any legal implication for the authority?	N	

7. Key actions required to deliver this proposal

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). 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 proposal.

Action	Officer/ Service responsible	Timescale
NONE	Sian Hayward	

8. Additional skills/ business needs

Describe any additional skills, resource and capability needed in order to carry out the proposal successfully. For example new expertise that will require additional investment etc.

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
NO		

9. Consultation

Describe any initial consultation that has been undertaken in order to inform this proposal and any further consultation that will be required throughout proposal delivery

Consultee	Description	Date (delivered/planned)
SRS BOARD	NEW BUDGET PROPOSALS PRESENTED TO SRS F&G BOARD	28/11/19
DPO		

10. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 3 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

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
RISK OF NOT BEING ABLE TO SOURCE THE FINANCIAL INVESTMENT WITH A CONSEQUENTIAL DROP IN SERVICE OR THE ABILITY TO DELIVER THE DIGITAL PROGRAMME	STRATEGIC	IF FUNDING ISNT SOURCED THERE WILL BE A NEED TO CUT THE LEVEL OF SERVICE.	MEDIUM	SEEK TO IDENTIFY OFFSETTING SAVINGS IN THE SRS AT AN EARLY STAGE. SEEK TO REALISE SAVINGS IN THE GIS FUNCTIN BY SHARING SOFTWARE AND DEVELOPING CLOUD BASED SERVICES

11. Assumptions

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

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

12. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? 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 proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
MONITORING OF OFFSETTING SAVINGS AND ANY INCREASE IN PERFORMANCE ALLOWED BY THE INVESTMENT	LEVEL OF OFFSETTING SAVINGS	3%	3%		

The proposal will 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 pressure proposal, including the performance being achieved and the level of impact.

13. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	IT IS IN ITSELF A SUPPORT COST OF DIGITAL INTERVENTION

Proposal Title	Senior Officer reduction	Lead/Responsible Officer:	Peter Davies, Chief Officer for Resources
Your Ref No:	RES001	Directorate:	Resources
Version No:	001	Section:	Various
Date:	12 th December 2019		

Version	Date	Changes Made
1	12th December 2019	
2		
3		
4		

Brief Summary (Please include a brief description of the proposal being explored)

The budget mandate brings forwards total savings of £100k relating to:

1. Secondment of the Head of Transformation to the Cardiff Capital Region City Deal – £90,000 staff saving including on-costs.
2. Approval of flexible retirement request for the Customer Relations Manager – reduction in hours equivalent to 1 day per week – £10,000 staff saving including on-cost.

Please answer the following questions and provide as much information as you have available at this stage of the proposals development. It is appreciated that further information will be developed prior to final approval of submitted proposals.

Question	Y/N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	Aligned to the objective to be a future focussed council to take the opportunity to drive service efficiencies without detrimental impact and to ensure any service impact is suitably mitigated.
Has this proposal been included in your current Service/Business Improvement Plans?	N	To be reflected in 2020/21 Services Business Plans
Has a Future Generation Evaluation been commenced?	Y	No negative impacts identified
How will this proposal address MCC's Climate Emergency commitment.?	N	Reduction in staffing complement has a natural consequence of a reduced carbon footprint.
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	N	
What is the impact of this proposal on other services?	N	Limited impact and any service pressures caused by the shortfall and loss in staffing will be suitably mitigated through other staffing and resource being suitably prioritised.

What other services will affect this proposal?		None																																								
Will this proposal require any amendments to MCC policy?	N																																									
Will this proposal have any staffing implications?	N	Procurement section has been transferred to the Enterprise Portfolio and Future Monmouthshire co-ordinator is now reporting directly to the Chief Officer for Resources.																																								
Will this project have any legal implication for the authority?	N																																									
Will this proposal have any financial benefit?		<table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>23/24</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Staff savings</td> <td></td> <td>100,000</td> <td></td> <td></td> <td></td> <td>100,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Additional Comments:</p>	Description	Remainder of 19/20	20/21	21/22	22/23	23/24	Total	Staff savings		100,000				100,000																										
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Has this proposal considered the opportunities for external funding?	N/A																																									
Will this proposal have any non-financial impacts?	No	<table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> </tr> </tbody> </table>	Ref	Benefit	1																																					
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<p>Has a timeline been considered for this proposal?</p>	Yes	<table border="1" data-bbox="507 898 1386 1128"> <thead> <tr> <th>Ref</th> <th>Activity</th> <th>Start</th> <th>Complete</th> </tr> </thead> <tbody> <tr><td>1</td><td> </td><td> </td><td> </td></tr> <tr><td>2</td><td> </td><td> </td><td> </td></tr> <tr><td>3</td><td> </td><td> </td><td> </td></tr> <tr><td>4</td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> <div data-bbox="507 1158 1386 1379" style="border: 1px solid black; padding: 5px;"> <p>Additional Comments: Will have taken effect ahead of the start of the 20/21 financial year to ensure a full year saving can be achieved.</p> </div>	Ref	Activity	Start	Complete	1				2				3				4																											
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<p>What evidence/data has been gathered to date to inform this Proposal?</p>		Payroll data and calculations																																												
<p>Will support services be required for this proposal?</p>	No	<table border="1" data-bbox="507 1630 1386 1951"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr><td>1</td><td> </td><td> </td><td> </td></tr> <tr><td>2</td><td> </td><td> </td><td> </td></tr> <tr><td>3</td><td> </td><td> </td><td> </td></tr> <tr><td>4</td><td> </td><td> </td><td> </td></tr> <tr><td>5</td><td> </td><td> </td><td> </td></tr> <tr><td>6</td><td> </td><td> </td><td> </td></tr> <tr><td>7</td><td> </td><td> </td><td> </td></tr> <tr><td>8</td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table> <div data-bbox="507 1977 1386 2033" style="border: 1px solid black; padding: 5px;"> <p>Additional Comment:</p> </div>	Ref	Support Service	Activity	Internal/External	1				2				3				4				5				6				7				8											
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Will this proposal impact on the authorities built assets?	No	
Will this proposal present any collaboration opportunities?	No	
Will this project benefit from digital intervention?	No	
How will the impact of this proposal be measured?		Ongoing review of the secondment and ongoing review of performance of services from which staffing has been removed to ensure no adverse impact on service performance and provision

Proposal Title	Aggressive move away from cheques and cash towards automation and digital self service	Lead/Responsible Officer:	Ruth Donovan
Your Ref No:	RES002	Directorate:	Resources
Version No:	1	Section:	Finance
Date:	03/12/19		

Version	Date	Changes Made
1	03/12/19	-
2		
3		
4		

Brief Summary (Please include a brief description of the proposal being explored)

To consider no longer accepting cheques as a method of payment and to fully adopt a previous decision made by this Council to become cashless.

Currently our customers are able to pay for services by cheque. These cheques are either banked by the service departments (e.g. Leisure Centres, Museums, Markets etc.) by paying in at their local Barclays Bank or through a pick up by our Security Carrier, Security Plus.

Our Income Officers also receive cheques on a daily basis for council tax, sundry debtor invoices, residential/home care debtor invoices etc. Currently these cheques have to be manually receipted into Civica, our income system. A review of transaction data for April to October 2019 indicates that around 60% of all such transactions are cheque payments. The majority of these cheque payments are for either Council Tax or Debtor Invoices.

The proposal is to explore the impact a decision to no longer take cheque payments would have.

Also, some years ago the Council made the decision to become cashless and closed our public cash offices. Whilst we have taken a significant amount of cash out of our business there are still areas where cash remains e.g. Leisure Centres, Markets, and Libraries etc. This proposal also seeks to fully adopt this previous decision and to remove cash from our business altogether.

In removing these traditional payment options we will need to develop and strengthen our digital/self service payment options e.g. telephone and online payment facilities.

Please answer the following questions and provide as much information as you have available at this stage of the proposals development. It is appreciated that further information will be developed prior to final approval of submitted proposals.

Question	Y/ N	Comments/Impact
Does this proposal align with the MCC Corporate Plan ?	Y	Forward thinking, future focussed council. Generates potential budget savings, will encourage customers to use the My Monmouthshire app, whilst reducing reliance on traditional services.
Has this proposal been included in your current Service/Business Improvement Plans?	N	The plan has been working towards automation and customer self service on a voluntary basis for our customers.
Has a Future Generation	Y	See attached

Evaluation been commenced?																																												
How will this proposal address MCC's Climate Emergency commitment?	N	n/a																																										
Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	Y	Advised not required at this stage. Can prepare if needed																																										
What is the impact of this proposal on other services?	Y	This will have an impact on all services taking payments. Day to day administrative proposals will need to change and different payment solutions developed and explored (some of which may require financial investment). Services will have to manage and guide customers through the changes.																																										
What other services will affect this proposal?	Y	Support from the Digital Team, SRS and external system providers will be required.																																										
Will this proposal require any amendments to MCC policy?	Y	Sundry Debtor Policy, Council Tax Recovery Policy, any other Policies referring to payment facilities.																																										
Will this proposal have any staffing implications?	Y	Potential to reduce the number of Income Officer posts by 0.5 FTE from 2 FTE to 1.5 FTE (0.5 of which currently works in Banking, therefore leaving 1 FTE to receipt customer payments). Potential impact on services through administrative changes.																																										
Will this project have any legal implication for the authority?	Y	Will need to clarify if the Council is able to withdraw cheques as a payment facility. (Aware some other Council's in England have done so. Also many major high street retailers no longer accept cheque payments).																																										
Will this proposal have any financial benefit?		<table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>23/24</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Potential to reduce the number of Income Officers by 0.5 FTE</td> <td></td> <td>£20,000</td> <td></td> <td></td> <td></td> <td>£20,000</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Additional Comments:</p> <p>There may also be the potential to reduce security carrier costs (around £15k per annum) if cash is completely removed from the business.</p>	Description	Remainder of 19/20	20/21	21/22	22/23	23/24	Total	Potential to reduce the number of Income Officers by 0.5 FTE		£20,000				£20,000																												
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	<p>However both this and the staff costs are likely to be offset by an increase in merchant card fees as customers move to alternative payment methods. These additional costs will have to be managed.</p>																																								
<p>Will this proposal require investment to implement?</p>	<table border="1" data-bbox="496 472 1385 797"> <thead> <tr> <th data-bbox="496 472 635 591">Investment Description</th> <th data-bbox="635 472 794 591">Description</th> <th data-bbox="794 472 924 591">Remainder of 19/20</th> <th data-bbox="924 472 1007 591">20/21</th> <th data-bbox="1007 472 1090 591">21/22</th> <th data-bbox="1090 472 1182 591">22/23</th> <th data-bbox="1182 472 1265 591">Total</th> <th data-bbox="1265 472 1385 591">Source of funding</th> </tr> </thead> <tbody> <tr> <td data-bbox="496 591 635 674">Digital payment facilities</td> <td data-bbox="635 591 794 674">Civica development</td> <td data-bbox="794 591 924 674"></td> <td data-bbox="924 591 1007 674"></td> <td data-bbox="1007 591 1090 674"></td> <td data-bbox="1090 591 1182 674"></td> <td data-bbox="1182 591 1265 674"></td> <td data-bbox="1265 591 1385 674">Reserves</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p data-bbox="496 824 1385 1048">Additional Comment: Reserve funding has already been approved to develop the Council's income system to enhance and expand online card payment facilities. Currently the impact for other service systems e.g. Clarity for Leisure is unknown.</p>	Investment Description	Description	Remainder of 19/20	20/21	21/22	22/23	Total	Source of funding	Digital payment facilities	Civica development						Reserves																								
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1	Potential impact on vulnerable groups, as for some cheques are the only payment option available to them.																																								
2	Managing customer demand. We currently receive complaints from customers and service departments who are unable to get through to an officer on the telephone. This dissatisfaction may increase if the number of Income Officers is reduced further and the alternative payment options are not in place.																																								
3	As this is a public facing service we need to ensure there is sufficient telephone cover. This is a constant challenge. Should the Income Officer FTE's be reduced we will need to make alternative cover arrangements from an already stretched finance team.																																								
4	Potential reduction in footfall at our Community Hubs as many customers come to deposit cheques in the collection boxes sited there.																																								

<p>Has this proposal made any assumptions?</p>	<table border="1"> <thead> <tr> <th data-bbox="496 445 564 472">Ref</th> <th data-bbox="564 445 1370 472">Assumption</th> </tr> </thead> <tbody> <tr> <td data-bbox="496 472 564 692">1</td> <td data-bbox="564 472 1370 692">Assumes that customers who currently pay by cheque will continue to pay by an alternative payment method. However if customers are unable to access the alternatives then we could see a fall in the amount of income we collect. One of the largest areas receiving cheques is Council Tax. These cheque payments make up 4% of all Council Tax payments. Any reduction would have a significant impact on our collection rate.</td> </tr> <tr> <td data-bbox="496 692 564 779">2</td> <td data-bbox="564 692 1370 779">As with the above Leisure Centre attendance etc. may reduce if customers are unable to pay by cash or cheque.</td> </tr> <tr> <td data-bbox="496 779 564 916">3</td> <td data-bbox="564 779 1370 916">Assumes that the Council has a robust and fully developed on line/telephone payment facility via Civica. This is in development however various things have led to delays in getting this working, with no clear go live date in place yet.</td> </tr> <tr> <td data-bbox="496 916 564 1025">4</td> <td data-bbox="564 916 1370 1025">Assumes that other systems e.g. Clarity for Leisure Centres and a system for Markets are able to be developed to allow customers to self serve.</td> </tr> <tr> <td data-bbox="496 1025 564 1196">5</td> <td data-bbox="564 1025 1370 1196">Online payment facilities require an element of manual administration, as customers expect an almost instant response to emails, system notifications etc. The proposal assumes that this will be 'absorbed' within current posts, something which may be unsustainable in the long term.</td> </tr> </tbody> </table> <p data-bbox="496 1227 1370 1254">Additional Comment</p> <p data-bbox="496 1279 1370 1339">The proposal requires a clear and definitive decision about the withdrawal of cheques and enforcing the previous decision to no longer take cash.</p> <p data-bbox="496 1364 1370 1393">The decision needs to be authority wide without any exemptions or exceptions.</p> <p data-bbox="496 1417 1370 1447">All such transactions need to stop on the day of implementation.</p>	Ref	Assumption	1	Assumes that customers who currently pay by cheque will continue to pay by an alternative payment method. However if customers are unable to access the alternatives then we could see a fall in the amount of income we collect. One of the largest areas receiving cheques is Council Tax. These cheque payments make up 4% of all Council Tax payments. Any reduction would have a significant impact on our collection rate.	2	As with the above Leisure Centre attendance etc. may reduce if customers are unable to pay by cash or cheque.	3	Assumes that the Council has a robust and fully developed on line/telephone payment facility via Civica. This is in development however various things have led to delays in getting this working, with no clear go live date in place yet.	4	Assumes that other systems e.g. Clarity for Leisure Centres and a system for Markets are able to be developed to allow customers to self serve.	5	Online payment facilities require an element of manual administration, as customers expect an almost instant response to emails, system notifications etc. The proposal assumes that this will be 'absorbed' within current posts, something which may be unsustainable in the long term.				
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<p>Has a risk analysis been completed for this proposal?</p> <p data-bbox="193 1671 413 1805">(Please refer to MCC Strategic Risk Management Policy)</p>	<p data-bbox="496 1529 1398 1559">Main Risks</p> <table border="1"> <thead> <tr> <th data-bbox="496 1585 564 1612">Ref</th> <th data-bbox="564 1585 903 1612">Risk</th> <th data-bbox="903 1585 1059 1646">RAG Rating</th> <th data-bbox="1059 1585 1390 1612">Mitigation</th> </tr> </thead> <tbody> <tr> <td data-bbox="496 1646 564 1783">1</td> <td data-bbox="564 1646 903 1783">Tax Payers stop paying their Council Tax/Business Rates resulting in a fall in collection rates.</td> <td data-bbox="903 1646 1059 1783">Possible, Substantial, High Risk</td> <td data-bbox="1059 1646 1390 1783">Promoting alternative payment options e.g. Direct Debit.</td> </tr> <tr> <td data-bbox="496 1783 564 1919">2</td> <td data-bbox="564 1783 903 1919">Customers stop using services e.g. Leisure Centres, Museums, Markets etc.</td> <td data-bbox="903 1783 1059 1919">Possible, Substantial, High Risk</td> <td data-bbox="1059 1783 1390 1919">Promoting alternative payment options e.g. Direct Debit.</td> </tr> <tr> <td data-bbox="496 1919 564 2024">3</td> <td data-bbox="564 1919 903 2024">Vulnerable service users are unable to access vital services such as home care and community meals.</td> <td data-bbox="903 1919 1059 2024">Possible, Substantial, High Risk</td> <td data-bbox="1059 1919 1390 2024">Support customers through the change. Encourage alternative payment options e.g. Direct Debit. Possible</td> </tr> </tbody> </table>	Ref	Risk	RAG Rating	Mitigation	1	Tax Payers stop paying their Council Tax/Business Rates resulting in a fall in collection rates.	Possible, Substantial, High Risk	Promoting alternative payment options e.g. Direct Debit.	2	Customers stop using services e.g. Leisure Centres, Museums, Markets etc.	Possible, Substantial, High Risk	Promoting alternative payment options e.g. Direct Debit.	3	Vulnerable service users are unable to access vital services such as home care and community meals.	Possible, Substantial, High Risk	Support customers through the change. Encourage alternative payment options e.g. Direct Debit. Possible
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				extension of payment card solution used for Council Tax and Housing Benefits (although requires customer to be mobile)												
		4	Availability of Digital/self service facilities	Possible, Substantial, Medium Risk Only go live with proposal once systems are in place and working satisfactorily.												
		5	Resilience of existing telephone payment facilities and customer expectations of immediate response to online communications.	Possible, Substantial, Medium Risk Review of existing resources.												
		6	Current chip and pin set up at the Hubs is unreliable and not robust	Possible, Substantial, Medium Risk Develop and promote customer self service options												
		7	Any organisation taking card payments are required to comply with Payment Card Industry (PCI) requirements. Any data breach is subject to a substantial fine. The Council will need to invest time and effort in ensuring PCI compliance is achieved and maintained.	Possible, Substantial, Low Risk Work with partner agencies and teams to ensure systems and processes are up to date. Ensure any new online payment solutions run through our approved Merchant Provider – Barclaycard.												
		Additional Comment:														
Will consultation and engagement be required for this proposal?		<table border="1"> <thead> <tr> <th>Ref</th> <th>Consultee</th> <th>Description</th> <th>Comp/Pending</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>General engagement with tax payers and service users</td> <td>Give customers prior notice of the change, giving them the opportunity to make alternative arrangements.</td> <td></td> </tr> <tr> <td>2</td> <td>All staff</td> <td>Make Monmouthshire colleagues aware of the change and assist services in planning for the changes</td> <td></td> </tr> </tbody> </table> <p>Additional Comments:</p> <p>Work with the Complaints Team to prepare for likely increase in customer complaints.</p>			Ref	Consultee	Description	Comp/Pending	1	General engagement with tax payers and service users	Give customers prior notice of the change, giving them the opportunity to make alternative arrangements.		2	All staff	Make Monmouthshire colleagues aware of the change and assist services in planning for the changes	
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Will this proposal require procurement of goods, services or works?		Unknown at this stage. May require some further system developments.																																			
Has a timeline been considered for this proposal?		<table border="1" data-bbox="496 387 1374 618"> <thead> <tr> <th>Ref</th> <th>Activity</th> <th>Start</th> <th>Complete</th> </tr> </thead> <tbody> <tr><td>1</td><td></td><td></td><td></td></tr> <tr><td>2</td><td></td><td></td><td></td></tr> <tr><td>3</td><td></td><td></td><td></td></tr> <tr><td>4</td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p data-bbox="496 645 1374 842">Additional Comments: The details need to be worked through to develop a full timeline. If the reduction in FTE is to be implemented from 1st April 2020 then alternative digital arrangements will have to be in place before then.</p>				Ref	Activity	Start	Complete	1				2				3				4															
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1																																					
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What evidence/data has been gathered to date to inform this Proposal?		Review of activity held against the Income System – Civica.																																			
Will support services be required for this proposal?		<table border="1" data-bbox="496 1149 1374 1514"> <thead> <tr> <th>Ref</th> <th>Support Service</th> <th>Activity</th> <th>Internal/External</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Digital Team</td> <td>System development</td> <td>Internal</td> </tr> <tr> <td>2</td> <td>SRS</td> <td>System development</td> <td>External</td> </tr> <tr> <td>3</td> <td>Civica</td> <td>System development</td> <td>External</td> </tr> <tr> <td>4</td> <td>Other system e.g. Clarity</td> <td>System development</td> <td>External</td> </tr> </tbody> </table> <p data-bbox="496 1541 1374 1760">Additional Comment: Due to ongoing changes in the payment card market, Civica are experiencing difficulties in resourcing customer development requests. There are serious concerns at this stage that an enhanced online payment facility will be ready for 1st April 2020.</p>				Ref	Support Service	Activity	Internal/External	1	Digital Team	System development	Internal	2	SRS	System development	External	3	Civica	System development	External	4	Other system e.g. Clarity	System development	External												
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Will this proposal impact on the authorities built assets?	N																																				
Will this proposal present any	N																																				

collaboration opportunities?		
Will this project benefit from digital intervention?	Y	Need to align this with My Council Services to ensure a seamless experience for our customer.
How will the impact of this proposal be measured?		

REVENUE BUDGET 2020-21

Full Cost budget adjustment explanations

In addition to specific service pressure and savings mandates, the budget has the potential to also move year on year due to corporate changes. The following briefing note provides details of those revisions,

PRESSURES

Full Cost budget briefing note	CORP - Fire precept increase	199
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The Council has received notice from the South Wales Fire & Rescue Authority of their likely precept next year. They exhibit 3 scenarios depending upon whether Welsh Government settles revised pension obligations caused by recent national court action against central government. The above costs reflects their most economic proposal.

Full Cost budget briefing note	CORP - Insurance renewal (half yr effect from 19/20)	114
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The insurance contract is reviewed annually (every October) to take account of activity changes. The two biggest increases are on Property (£95k increase) and Motor (£31k increase) insurance. For property this is primarily due to the high value cost of the barn fire to the insurers and the increased value of properties on cover (Monmouth School mainly). For Motor it is an increase in the number of vehicles on cover (from 401 to 433) and worsening claims history. Rises have been mitigated slightly by an increase to certain premia.

Full Cost budget briefing note	Net Minimum Revenue Provision (MRP) increase based on additional activity	(204)
Full Cost budget briefing note	Additional borrowing in respect of Future schools tranche A, DFGs, and sewer plants	44

The revenue budget will always require review of corporate financing provisions to ensure they remain accurate. Sale of assets, revisions to capital financing requirement, and changes in activity of the capital programme can all affect the quantum of minimum revenue provision (MRP), and indeed when it falls due as it is usual practice to start making MRP payment in the year after capital assets become operational. The combined adjustments above are also reflective of the Capital MTFP

priorities and their related funding assumptions being considered by members during the budget process.

SAVINGS

Full Cost budget briefing note	Commercial income	(200)
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This is an estimate currently reflective of a further increase in commercial income from commercial acquisitions, developments and investments that the Council will look to target as part of its Investment Portfolio. A wider review of Commercial income and activity is being undertaken to ensure that an overall increase is reasonable and appropriate, and affords sufficient cover and provision for returns to be generated from the existing investment portfolio.

Full Cost budget briefing note	Freeze pension contribution rate at 23.1% for next two years	(370)
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The Council receives advice from Greater Superannuation Pension Fund advisers pertaining to liability of the fund, the return on investments and the resultant contributions rate to use. The actuary, in undertaking its triennial valuation has recently proposed that Superannuation rates can be held at 2019-20 levels for a period of two years across 2020-21 and 2021-22 and in light of a strengthening of the fund performance.

Full Cost budget briefing note	Disinvest from top-up on discretionary business rate relief scheme	(37)
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As part of 2019-20 budget process the Council supplemented additional discretionary funding received from Welsh Government for business rates support. This capacity has not been fully utilised and with no such announcements from Welsh Government for 2020-21 this top up has been removed.

Full Cost budget briefing note	RES - earmarked treasury equalisation - reserve review	(400)
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The treasury equalisation reserve was originally created to manage volatility in financing rates, either in year or extending across years. Currently the balance stands at £990k, and it felt this can be reduced by £400k as a one year benefit, whilst still providing appropriate cover.

Full Cost budget briefing note	CORP - Redundancy budget review	(400)
Full Cost budget briefing note	School based redundancies	(300)

The Council has historically provided a revenue budget to assist with affording schools based and general redundancies. However the nature of the expenditure allows the Council to capitalise such aspects as part of its service re-design considerations. The equivalent headroom has been added to the Capital programme proposals for 2020-21 to be afforded by capital receipts.

Report Cabinet Capital MTFP 20/9/19	Mounton House recoupment income loss and repayment of reserve funding for inclusion centres		(348)
Report Cabinet Capital MTFP 20/9/19	Safeguarding team - one-off investment in recruitment & training		(45)
Report Cabinet Capital MTFP 20/9/19	Lead officer - workforce development		(60)

Other expenditure to be capitalised as part of service re-design considerations are contained in the draft capital budget proposals being considered by Cabinet on 20th December 2019. The report is available via the attached link:

<https://democracy.monmouthshire.gov.uk/documents/s23428/6.%2020191220%20Cabinet%20-%20Draft%20Capital%20Budget%20Proposals%20202021%20to%20202324.pdf>

Mark Howcroft

Assistant Head of Finance

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Future Generations Evaluation (Includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer Nikki Wellington</p> <p>Phone no: 01633 644549 E-mail: nicolawellington@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To decrease the Individual Schools Budgets by 2% £830,000 excluding the Additional Learning Needs funding and to fund the pressures for both the pay awards and pension increase.</p>
<p>Name of Service CYP Finance</p>	<p>Date Future Generations Evaluation 9th December 2019</p>

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NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc



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




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The individual schools budgets will be increased to afford the pay award and pension pressures. In addition to this the additional learning need funding in schools budgets will be protected from making</p>	<p>All headteachers and governing bodies will be fully consulted at an early stage. The LA will work closely with all schools to ensure that they can model the impact of these savings and minimise the risk for staffing reductions. Should there be a requirement</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	any savings. The saving will be calculated on the remaining part of the budget.	for redundancies then the protection of employment policy will be followed to allow staff all opportunities to obtain alternative employment.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)		
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	The additional learning needs funding in school budgets will be protected allowing schools to still support their vulnerable pupils.	With any cuts in budgets there will be uncertainty regarding the impact on staffing. All staff will be fully supported to allow the best opportunities to obtain alternative employment.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The additional learning needs funding in school budgets will be protected allowing schools to still support their vulnerable pupils. This will allow those pupils to continue to be taught in their local schools if it can meet need.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing		
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation		

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A more equal Wales People can fulfil their potential no matter what their background or circumstances		

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The schools budgets will be funded for the pay award and pension increases. This will allow schools to plan how to make the saving required.</p>	<p>The negative impact is that staffing in some school may need to be reduced. In all schools the statutory minimum levels of staffing will be maintained and this is funded via the funding formula. The LA will model with all schools a 3 year budget plan to see the impact of this and to allow schools to make the necessary changes. Schools in a deficit will be supported to produce a recovery plan, allowing up the 3 years to bring the budget back into balance.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>		

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p data-bbox="141 480 297 507">Involvement</p> <p data-bbox="349 256 517 443">Involving those with an interest and seeking their views</p>	<p data-bbox="544 256 1328 363">All headteachers and governing bodies will be consulted on the proposals. All the views will be heard during the budget consultations.</p>	<p data-bbox="1350 256 2103 320">The results of the consultation will be heard as part of the wider Monmouthshire proposals.</p>
 <p data-bbox="141 764 297 791">Prevention</p> <p data-bbox="349 525 517 823">Putting resources into preventing problems occurring or getting worse</p>	<p data-bbox="544 525 1317 632">The pension and pay award pressures will be met and fully funded as part of the budget for 20-21. The funding for additional learning needs is also protected from any cuts.</p>	
 <p data-bbox="141 1102 297 1129">Integration</p> <p data-bbox="349 863 517 1126">Considering impact on all wellbeing goals together and on other bodies</p>		<p data-bbox="1350 863 2040 959">Where there are staffing implications, all staff will be supported through the process to allow then the best opportunities to obtain alternative employment.</p>

- 3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age		<i>The protection of employment policy will be followed when looking at any impact of redundancies, however this may impact greater on those staff who are at the start of their careers.</i>	<i>People Services will work closely with staff to ensure that they have the greatest opportunity to obtain alternative employment.</i>
Disability	<i>All funding for pupils with additional learning needs will be protected.</i>		
Gender reassignment			
Marriage or civil partnership			
Pregnancy or maternity			
Race			
Religion or Belief			
Sex		<i>The majority of staff working in our schools are female and many are working part time. This will have a greater impact on this characteristic than others.</i>	<i>People Services will work closely with staff to ensure that they have the greatest opportunity to obtain alternative employment.</i>
Sexual Orientation			
Welsh Language			

6898

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	<i>All safeguarding policies will be followed by schools.</i>		
Corporate Parenting			

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

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Funding formula
 Pay award data
 Pension data
 Medium Term Financial plan for Monmouthshire
 Current school budgets
 3 year plans
 Recovery plans
 Month 7 balances for schools.

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

The negative impact is that as a result of this saving staffing may need to be reduced in schools. The pay award and pension costs will be funded, but schools will be asked to find a saving of 2%. In the larger secondary schools the impact may be afforded from non-pay costs, but with the majority of the primary schools it is likely that staffing will be impacted.

The decision regarding how the funding for each school is the responsibility of the Governing Body, and therefore it will be for the Governing Body and the Headteacher to decide how the proposed funding reductions will be afforded in each school.

In addition to this, all funding for pupils with additional learning needs will be protected and therefore the staff that are employed to support those pupils will also be protected.

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

Page 10

What are you going to do	When are you going to do it?	Who is responsible	Progress
Assess the impact on school budgets	June 2020	Nikki Wellington	

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

The impacts of this proposal will be evaluated on:	May 2020 and continuing via the 2020-21 monitoring process.
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9. **VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.0	Initial draft	9 th December 2019	

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sir fynwy

Future Generations Evaluation

(Includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Jane Rodgers/Ty Stokes</p> <p>Phone no: E-mail:janerodgers@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Pressure with the Children’s budget due to increased demand, with an increase in LAC population in 2019/20 and high cost placement care packages, with resultant knock on cost increases for staffing, legal, contact and transportation costs.</p>
<p>Name of Service</p> <p>Children’s Services</p>	<p>Date Future Generations Evaluation form completed</p> <p>5th December 2019</p>





NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc


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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Ensure there is adequate budgetary provision to meet the needs of the children population within Monmouthshire.	N/A
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N/A	N/A
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Ensure we can support the needs of the children that require Local Authority provision to best meet not only their needs, but give them to best possible start and chance in their future.	Establish services and practices that underpin delivery and a balanced approach to meet the child and service needs, and meet the core principles of the Authority.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Try to maintain children to remain within their communities, family and where ever possible.	Recruitment and marketing to grow our in house foster care provision, and support so we can increase our offer to those carers.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Helps to better develop communities and support services users to remain in their communities for longer	N/A
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Offer all the support requires to children to thrive in all areas, especially sport, art and recreational activities	Work with all groups and our internal partners especially Leisure colleagues to have a positive impact on children we support.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Focus on supporting all children to achieve what matters to them and access services to achieve their personal goals and outcomes	N/A

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 Long Term Balancing short term need with long term and planning for the future	Offering a support package to remain within their Community where appropriate. If services are not available locally, to try and reduce the need to move out of the Community or retain links.	N/A
 Collaboration Working together with other partners to deliver objectives	With care providers, Health, third sector and voluntary organisations, as well as internal partners to meet the needs of children.	N/A
 Involvement Involving those with an interest and seeking their views	Help to secure services being received.	N/A
 Prevention Putting resources into preventing problems occurring or getting worse	To promote health and well-being, independence and a sense of purpose and achievement.	N/A

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	A more cohesive approach to delivering care with the child at the centre.	N/A

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

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Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	N/A	N/A	N/A
Disability	Help to maintain services to meet their personal outcomes	Without further investment the disabled Children's budget will remain in an overspend situation	Review of care provision, ensuring the best services at the right price
Gender reassignment	Ensure service provision meets the needs of children under gender reassignment	N/A	N/A
Marriage or civil partnership	N/A	N/A	N/A

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

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	At the forefront when working with our child population		
Corporate Parenting	Ensure we can carry out our duties under Corporate Parenting effectively		

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

- Demands and the reasons during the current 2019/20 financial year
- Activity data for 2019/20 and prior

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

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

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

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

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

The impacts of this proposal will be evaluated on:

9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	DMT	5/12/19	.



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Future Generations Evaluation

(Includes Equalities and Sustainability Impact Assessments)

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Name of the Officer completing the evaluation Eve Parkinson Phone no: 07970433277 E-mail: eveparkinson@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal Pressure with the Adult with Disabilities budget due to increased demand for residential and/or college, a move towards independence and an ageing carer population.
Name of Service Adult Services	Date Future Generations Evaluation form completed 3 rd December 2019





NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc


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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Ensure there is adequate budgetary provision to meet the needs of the younger adult's population within Monmouthshire.	N/A
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N/A	N/A
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Look at how service users and/or their Community can support them. Focus on the health and well-being and "what matters" most to individuals. Ensure the right services are made available at the right time.	N/A
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Try to maintain younger adults with disabilities to remain within their communities and their carers for as long as possible.	N/A
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Helps to better develop communities and support services users to remain in their communities for longer	N/A
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	N/A	N/A

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Focus on supporting individuals with disabilities to achieve what matters to them and access services to achieve their personal goals and outcomes	N/A

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 Long Term Balancing short term need with long term and planning for the future	Either by offering financial support to remain within their Community. If services are not available locally, to try and reduce the need to move out of the Community or retain links.	N/A
 Collaboration Working together with other partners to deliver objectives	With care providers, Health, third sector and voluntary organisations, as well as internal partners to meet the needs of the younger disabled adult population	N/A
 Involvement Involving those with an interest and seeking their views	Help to secure services being received.	N/A
 Prevention Putting resources into preventing problems occurring or getting worse	To promote health and well-being, independence and a sense of purpose.	N/A

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	A more cohesive approach to delivering care with the individual at the centre.	N/A

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

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Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Help to maintain services to meet their personal outcomes and “what matters”	Without further investment the adult disability budget will remain in an overspend situation and potentially could have an adverse impact on our ability to provide a service in line with our statutory obligation.	Review of care provision, ensuring the best services at the right price
Disability	Help to maintain services to meet their personal outcomes and “what matters”	Without further investment the adult disability budget will remain in an overspend situation and potentially could have an adverse impact on our ability to provide a service in line with our statutory obligation.	Review of care provision, ensuring the best services at the right price
Gender reassignment	N/A	N/A	N/A

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Marriage or civil partnership	N/A	N/A	N/A
Pregnancy or maternity	N/A	N/A	N/A
Race	N/A	N/A	N/A
Religion or Belief	N/A	N/A	N/A
Sex	Help to maintain services to meet their personal outcomes and “what matters”	Without further investment the adult disability budget will remain in an overspend situation and potentially could have an adverse impact on our ability to provide a service in line with our statutory obligation.	Review of care provision, ensuring the best services at the right price
Sexual Orientation	N/A	N/A	N/A
Welsh Language	N/A	N/A	N/A

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

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

Safeguarding	At the forefront when considering or working with our Adult population		
Corporate Parenting			

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

- Demands and the reasons during the current 2019/20 financial year
- Service user data for 2019/20

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

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

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

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

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

The impacts of this proposal will be evaluated on:

9. **VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	SCH DMT	3/12/19	.

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Future Generations Evaluation
(Includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Tyrone Stokes</p> <p>Phone no: 01633 644589 E-mail: tyronestokes@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Adult Service Delivery combined mandate covering provider fee uplifts and Turning the World Upside Down pressures offset by Practice Change and non-residential weekly cap increase.</p>
<p>Name of Service</p> <p>Adult Social Care</p>	<p>Date Future Generations Evaluation form completed</p> <p>3rd December 2019</p>


NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc





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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Offer financial support to care providers allowing them to operate on a viable financial footing. It will help to retain valued providers to remain within the sector, and hopefully encourage new operators into the market. Seek to utilize the current skilled workforce and the assets available within the Community to best support our service users.	Negotiation with care providers
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N/A	N/A
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Ensure financial viability for providers, which will free them up to deliver their services to those with assessed care needs. Look at how service users and/or their Community can support them. Focus on the health and well-being and "what matters" most to individuals.	N/A
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Will bring greater financial security and sustainability, allowing local social care to be attractive, viable and safe. People will receive services from local businesses. Further development	N/A

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	and utilization of place based services to better integrate communities.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Recognise cost pressures on the care sector market and helps to better develop communities and support services users to remain in their communities for longer.	N/A
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	N/A	N/A
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Focus on supporting individuals to achieve what matters to them via a person centred approach	N/A

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	<p>The aging population of the UK is set to grow even more over the next 5 -25 years. Increasing numbers of people will need social care support to enable them to lead fulfilled and meaningful lives.</p> <p>Having a sustainable social care provider market is a necessity in both the short, medium and long term.</p>	<p>Ensure operators have a fair contractual rate for services being procured.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>Social care providers are key partners of the Council in delivering care and support to some of the most vulnerable people within the county. In addition with Health, third sector and voluntary organisations, as well as internal partners to meet the needs of the population</p>	<p>N/A</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>Will have a direct and more positive impact on the services being received.</p>	<p>N/A</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>To promote health and well-being, independence and a sense of purpose</p>	<p>N/A</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>This proposal will help protect to support the provision of social care. Without this support there will be a negative impact upon our Health partners with delayed transfers of care. A more cohesive approach to delivering care with the individual at the centre</p>	<p>N/A</p>

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	<p>1,2,3)</p> <p>This particular proposal is enabling care providers to provide appropriate care to our service users. Low levels of payment was having an adverse impact on our ability to secure sustainable care provision.</p> <p>4) Will only apply to a small cohort of service users those being assessed as being financially viable to pay the maximum charge</p>	<p>4) Those people who have been assessed as able to afford to pay the maximum contribution will have to pay the increased charge.</p>	<p>4) The council has a legal obligation under the Social Services and Wellbeing Act 2014 to conduct means tested assessments on its service users.</p>
Disability	<p>1,2,3)</p> <p>This particular proposal is enabling care providers to provide appropriate care to our service users. Low levels of payment was having an adverse impact on our ability to secure sustainable care provision.</p> <p>4) Will only apply to a small cohort of service users those being assessed as being financially viable to pay the maximum charge</p>	<p>4) Those people who have been assessed as able to afford to pay the maximum contribution will have to pay the increased charge.</p>	<p>4) The council has a legal obligation under the Social Services and Wellbeing Act 2014 to conduct means tested assessments on its service users.</p>
Gender reassignment	N/A	None	
Marriage or civil partnership	N/A	None	

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Pregnancy or maternity	N/A	None	
Race	N/A	None	
Religion or Belief	N/A	None	
Sex	<p>1,2,3)</p> <p>This particular proposal is enabling care providers to provide appropriate care to our service users. Low levels of payment was having an adverse impact on our ability to secure sustainable care provision.</p> <p>4) Will only apply to a small cohort of service users those being assessed as being financially viable to pay the maximum charge</p>	<p>4) Those people who have been assessed as able to afford to pay the maximum contribution will have to pay the increased charge.</p>	<p>4) The council has a legal obligation under the Social Services and Wellbeing Act 2014 to conduct means tested assessments on its service users.</p>
Sexual Orientation	N/A	None	
Welsh Language	N/A	None	

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	At the forefront when considering or when working with our Adult population		
Corporate Parenting	None		

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

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- Previous provider engagement
- Understanding of what cost pressures are on the care sector market
- CPI as at September 2019
- Previous experience and knowledge having implementing Practice Change agenda over a number of years,
- Local and national initiatives

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

- Harbour good relations with providers and enable the delivery of a sustainable model of care
- Vulnerable people in Monmouthshire will continue to receive good quality and sustainable care and support.
- Prevention of more providers reducing their level of provision within Monmouthshire.

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

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

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

The impacts of this proposal will be evaluated on:	31 st March 2021
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	SCH DMT	3/12/19	1



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Future Generations Evaluation (Includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation Ceri York/Tyrone Stokes</p> <p>Phone no: 01633 644933/644589</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Following operational efficiency over recent years the intention is to re-align budgets within the area to reflect the level of spend. There will be no negative</p>
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E-mail:ceriyork@monmouthshire.gov.uk, tyronestokes@monmouthshire.gov.uk	effects upon the delivery of the services or impact on the people who are supported. Renegotiation of the current bed provision agreement with Aneurin Bevan University Health Board at Severn View.
Name of Service Adult Social Care	Date Future Generations Evaluation form completed 3 rd December 2019

NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc


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





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Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	There are no impacts associated with the budget alignment and reduction proposals	N/A
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N/A	N/A
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	People will continue to receive the social care support they need to maintain their physical and mental wellbeing. The reduction in budget will not impact upon delivery of the service as it relates to non-staffing costs.	N/A

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	N/A	N/A
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	None	N/A
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	N/A	N/A
A more equal Wales People can fulfil their potential no matter what their background or circumstances	No	N/A

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	Realising these savings in the short term will support the delivery of sustainable provision is a necessity in both the medium and long term.	N/A

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The Council has worked closely with its key partners within the third sector and Health with whom it has Service Contracts to ensure their services are strategically aligned to the Directorate's objectives, meet the needs of the people who use them and offer value for money</p>	<p>N/A</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>N/A</p>	<p>N/A</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The provision of timely and appropriate social care is paramount in supporting people to maintain their levels of independence. These reductions will have no negative impact upon the delivery of services which support people to retain their independence and sustain well being .</p>	<p>N/A</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>This proposal will help support the provision of social care support. Without this support there will be a negative impact upon our Health partners with delayed transfers of care.</p>	<p>N/A</p>

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3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	.None	None	
Disability	None	None	
Gender reassignment	<i>None</i>	None	
Marriage or civil partnership	<i>None</i>	None	
Pregnancy or maternity	None	None	
Race	<i>None</i>	None	
Religion or Belief	<i>None</i>	None	
Sex	None	None	
Sexual Orientation	<i>None</i>	None	
Welsh Language	<i>None</i>	None	

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	None		
Corporate Parenting	None		

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

SCH Budget monitoring and management arrangements
MTFP projections

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

- Service delivery will be sustained at current level and quality
- Resources no longer required to meet rental and business rates costs can be utilised by the Council.
- Reflect the true cost of bed provision

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

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

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

The impacts of this proposal will be evaluated on:	30 th Sept 2021
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9. **VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	SCH DMT	3/12/19	

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Future Generations Evaluation
(Includes Equalities and Sustainability Impact Assessments)

Name of the Officer Tyrone Stokes Phone no: 01633 644589 E-mail: tyronestokes@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal As part of the Authority's MTFP process and in setting an annual budget, we have reviewed all of our current fees & charges and if there is any scope to increase this for 2020/21.
Name of Service Finance	Date Future Generations Evaluation form completed 18 th November 2019

NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc





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


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Allows for the fees and charges we levy to be uplifted to reflect current prices, or for means tested services, to only pay for what they can afford, in line with benefits and pensions predicted uplift	Ensure the SSWB Act charging legislation is adhered too, so service users are means tested to determine their ability to pay.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N/A	N/A

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	N/A	N/A
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	N/A	N/A
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Adhere to the charging legislation of the Act will mean a fairer and consistent charging for services across Wales	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	N/A	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	N/A	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>When reviewing what fees & charges to uplift we have considered this in decided which ones to increase or not</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>N/A</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>N/A</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>N/A</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	N/A	

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

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Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Will only apply to a small cohort of service users those being assessed as being financially viable to pay the maximum charge	Those people who have been assessed as able to afford to pay the maximum contribution will have to pay the increased charge.	The council has a legal obligation under the Social Services and Wellbeing Act 2014 to conduct means tested assessments on its service users.
Disability	Will only apply to a small cohort of service users those being assessed as being financially viable to pay the maximum charge	Those people who have been assessed as able to afford to pay the maximum contribution will have to pay the increased charge.	The council has a legal obligation under the Social Services and Wellbeing Act 2014 to conduct means tested assessments on its service users.
Gender reassignment	N/A	N/A	

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Marriage or civil partnership	N/A	N/A	
Pregnancy or maternity	N/A	N/A	
Race	N/A	N/A	
Religion or Belief	N/A	N/A	
Sex	Will only apply to a small cohort of service users those being assessed as being financially viable to pay the maximum charge	Those people who have been assessed as able to afford to pay the maximum contribution will have to pay the increased charge.	The council has a legal obligation under the Social Services and Wellbeing Act 2014 to conduct means tested assessments on its service users.
Sexual Orientation	N/A	N/A	
Welsh Language	N/A	N/A	

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

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

Safeguarding	N/A	N/A	
Corporate Parenting	N/A		

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

Proposed increases by Department of Works and Pensions on benefits and State Retirement Pension uplifts and Consumer Prices Index as at September 2019.

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

- Positive impact will be ensuring we at least keep in line with inflation for non means tested charges where applicable
- Negative impact – for those charges that are means tested some people who have the ability to pay more will do. As the ability to pay is means tested a service user will not pay more than they can afford.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Inform service users affected for means tested fees and charges	Following consultation and agreement through the budget setting process	SCH Finance Manager	On target
Non means tested fees & charges	Following consultation and agreement through the budget setting process	Individual budget managers	On target

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

The impacts of this proposal will be evaluated on: 1 st June 2020	SCH DMT
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9. **VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	DMT	20 th Nov 2019	



<p>Name of the Officer Craig O'Connor</p> <p>Phone no: 01633 644849 E-mail: craigoconnor@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Proposed 20/21 budget savings for Development Management (CENT021)</p>
<p>Name of Service Development Management</p>	<p>Date Future Generations Evaluation 05/12/2019</p>

NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc

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





Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The proposed support re-structure ensure that we have a planning support team that is fit for purpose in terms of skills and resource levels. The proposed income generating proposals ensure that we preserve other roles and ensure that the department is looking to balance the budget. The negative impacts of these proposals is charging additional fees to customers of the service, and one redundancy unless suitable redeployment is identified.</p>	<p>To mitigate the impact of planning fees rises we will look to ensure that we maintain high levels of performance and ensure high standards of customer service.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The monitoring fee for S106 contributions would result in closer inspection of the receipt of green infrastructure contributions to enable the green infrastructure strategy to be realised.</p>	<p>Not applicable</p>
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Not applicable</p>	<p>A restructure within the support team will have an impact on the welfare of colleagues and the service will ensure that support is provided to minimize the impact of this change.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Pre application discussions will enable the Council to engage with developers and promote sustainable forms of development that ensure that we have cohesive communities.</p> <p>The monitoring fee for S106 contributions would contribute towards the salary costs of the Monitoring Officer and will ensure contributions to offset the</p>	<p>Not applicable</p>


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	infrastructure impact of new development are received and properly spent.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Pre application discussions will enable the Council to engage with developers and promote sustainable forms of development that consider the climate emergency declaration.	Not applicable
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Pre application discussions will enable the Council to engage with developers and ensure the County's rich heritage is protected and enhanced.	Not applicable
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The budget proposals will not have an unfair impact on any person as would be applied to all application types. The proposed restructure will follow proper HR policy requirements to ensure it is fair and equitable.	Not applicable

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The proposed budget proposals ensure that the Development Management Service is fit for purpose offers efficient service delivery. The proposals ensure that the department continues to generate income and the restructuring of resources ensures that there is a long term saving for the department and that we are building a service that is appropriate for future service delivery.</p>	<p>Negative impacts are that some services will be delivered at a higher cost. Customers will continue receive value for money and a high level of customer service and the rise in cost of services will better achieve cost recovery.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The proposals ensure collaboration and working with developers and the public to achieve their development aspirations. By offering bespoke pre application advice service we are ensuring that we can ensure that customers are aware of the requirements within Monmouthshire of building resilient sustainable communities and we achieve the best development possible.</p>	<p>We need to work with customers within pre application discussions to achieve the best development possible and be aspirational with regards to our requirements to achieve sustainable development.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The budget proposal will have an impact on all people engaging in the planning process. The proposals are largely relating to increases due to inflation and the increase of statutory fees by the Welsh Government (WG) and seek to better achieve cost recovery. Charging a modest fee for S106 planning contribution is considered to be reasonable and is being conducted in some other Authorities therefore developers are aware of paying for this service. The fee is considered to be reasonable, justified and proportionate.</p>	<p>Positive impacts of the budget proposals is that the service will be generate further income and thus looking to work closer to cost recovery.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The proposal to restructure the support team results in the team having resources that are fit for purpose and appropriate to deliver an efficient service. Charging for the S106 contributions will contribute towards the salary costs of the Monitoring and Enforcement Role and ensures that we monitor S106 constructions for the Council which enables it to deliver statutory services. Increasing the fees for some services ensures that services are cost recovering in nature given rises in costs generally.</p>	<p>None</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The increase in fees and paying for services will impact on other organisations such as developers and users of the planning service however it ensures that we are able to provide these non-statutory functions and enables us to actively engage with people about their developments. This results in better forms of development. Customers want honest open conversations and the increase cost of these services is considered to be reasonable given existing costs to the service.</p>	<p>Negative impacts are that the additional costs may result in lower take up of services however it is considered the increases are marginal and reasonable justified therefore it should not have an adverse impact on service delivery.</p>

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity.		
Disability	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity.		

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Gender reassignment	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity.		
Marriage or civil partnership	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity.		
Pregnancy or maternity	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity.		
Race	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity.		
Religion or Belief	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity.		
Sex	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity. It is acknowledged that three of the four postholders at risk are female.		

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sexual Orientation	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity.		
Welsh Language	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity.		

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

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

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

The majority of the increases in costs of services would be statutory fees that are set by the WG or are rises to fees that have previously been agreed by Cabinet Members to align with inflation. In terms of item 4 raising the bespoke pre application charges a task group was established to review the current service and determine if the current service is delivering for customers and also if it is reaching cost recovery. The group established that the majority of the services offered we are charging adequately however one level needed to be raised to cover the services costs. Data was used from the last two years of offering the service. We have calculated the officer time and fuel costs to deliver the service and balanced this against the cost of the service. The conclusion being that this level is not reaching cost recovery. Evidence from customers within feedback forms also establishes that this service is valued and we would like to retain it.

With regards to item 6 the DM Support team was without a member for 5 months and there wasn't any immediate deterioration in customer service. The phone duties have remained with the Planning Officers and again, there hasn't been any deterioration in service. The Public Access system has enabled our customers to self-serve far more efficiently and also provides more information online. Increased use of Planning Portal by agents and customers, integration with back office system and document management system means that those applications submitted using this service need less capacity to administer and a more IT-based skillset. There is far more less need for administrative duties and the roles have significantly changed over time. As the skills of the team develop so will the Uniform system develop, it will bring about more automation e.g. Welsh Government sustainable development indicators and evolve as new legislation comes into force. The DM service needs to be supported by a team that has the correct skills and attributes to support the newly adopted IT system and ensure an efficient planning service is delivered to customers.

The proposed budget proposals have been considered by the Head of Planning, Head of Placemaking, Housing, Highways and Flooding, the Chief Officer for Enterprise and by DMT. All parties are content with the proposals and they would seek to ensure that the DM service functionally efficiently.

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

The main positive implications of the budget proposals is that it will ensure that the service uses its resources efficiently and that we seek to achieve cost recovery and implement charging for some services in line with other Local Authorities. The negative impact relates to the welfare of the support team restructure and ensuring that all colleagues are supported during this restructure process which would result in the loss of 1 FTE post. However, the savings in the long term balance out this short-term impact. There is potential for this reduction in a post will have an impact on the central reserve fund in relation to redundancy and pension costs. It is unlikely that the scale of the proposed fee changes and charging for some of these services will have a negative impact given the scale of the fees proposed however this will be monitored as outlined.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Implement the proposed budget proposals	There are several elements to the proposals but all will be implemented by April 2020. One element will be August 2020 (WG 20% application fee increase).	Philip Thomas Development Services Manager and Craig O'Connor Head of Planning	Progress will be monitored via the management team meetings which are held monthly.

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

The impacts of this proposal will be evaluated on:	20/09/2020
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

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Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
	Cabinet	20.12.19	



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Future Generations Evaluation
(Includes Equalities and Sustainability Impact Assessments)

Name of the Officer completing the evaluation Debra Hill-Howells Phone no: 01633 644281	Please give a brief description of the aims of the proposal
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E-mail: debrahill-howells@monmouthshire.gov.uk	To undertake a restructure and re-design of the Council's Passenger Transport service to ensure that it is sustainable and financially viable. This will involve a review of the Grass Routes service to ensure that routes are optimized and reduce the staffing structure to reflect changing workload demands.
Name of Service Passenger Transport Unit – Operations Team	Date Future Generations Evaluation form completed 11 th December 2019

NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc




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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The service re-design and review of the Grass routes service will ensure that the use of resources (vehicles and manpower) is maximized to avoid unnecessary journeys and that resources are fully utilized. There will be a negative impact on jobs as a reduction in contracts and the optimization of Grass routes services will result in a reduced workforce.	The service will work with customers to minimize any inconvenience in changing travel times on the Grass Routes Service. We will also investigate and if feasible implement alternative channels for booking Grass routes travel to make access to the service easier for customers. The restructure of the service will be undertaken in conjunction with the staff and their unions.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and	Ensuring that the Grass Routes service is optimized will reduce the number of vehicles used and	Currently exploring the potential for electric buses to be acquired when replacing our fleet. This will require a better knowledge of the power

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
can adapt to change (e.g. climate change)	vehicular movements which will help reduce our carbon footprint.	requirements to meet the charging requirements which may restrict the vehicles to Raglan in the early stages give the limitations of Caldicot depot.
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	The Grass routes service is a demand responsive service designed to provide transport throughout our rural county preventing social isolation and supporting community members to live independent lives.	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	As above	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The Grass Routes service is provided to Monmouthshire residents, therefore the social and economic impact of the service is limited to the region. The environmental impact of the service are global as the vehicles are all currently petrol or diesel. Alternative fleets are being investigated.	As above
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	The proposed changes will not have any impact on the welsh language. The provision of the Grass routes service enables customers to access facilities in our County and neighboring towns.	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The proposals will impact on all customers equally. The restructure proposals will not prejudice any staff with the protected characteristics	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>The demands for the Grass routes service have grown and in some circumstances it has developed into a dial a ride, which is not feasible or sustainable in the longer term. Route optimization will ensure that routes are planned to minimize any duplicated routes which may mean that some users will have to adjust their preferred travel times. This will enable us to reduce the fleet and by default fuel and maintenance costs as well as staff resources. This will ensure that the redesigned service is sustainable for the longer term.</p>	<p>We will where possible continue to accommodate customer demands. The review will incorporate feedback from drivers (volunteers and paid) and customers.</p>
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The Grass routes service has to date relied on volunteer drivers to help deliver the service, due to changes in license categorization, the availability of volunteer drivers is reducing and we are now more reliant on paid drivers. We will however, continue to try and attract volunteers and we will utilize feedback from customers and stakeholders to inform any changes.</p>	
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>The customers and volunteer drivers are the key stakeholders of the Grass routes service and they will be consulted.</p> <p>Staff and trade unions will be consulted as part of the restructure proposals and feedback will be considered and where appropriate changes will be undertaken to the proposals.</p>	<p>Any consultation will need to be framed within the context that the key drivers will be to reduce the carbon footprint, reduce costs and ensure the future sustainability of the service.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The costs of the PTU service have continued to escalate as service demands have increased. This has resulted in an inefficient service where we have tried to accommodate all users' requests. The proposed review will enable us to realign the service ensuring that it is viable, efficient, reflects the need to reduce our carbon footprint and is sustainable in the longer term</p>	
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>Inevitably the proposals will reduce the level of flexibility that the current service has provided. This however is no longer sustainable as we need to reflect on the requirement to reduce our carbon footprint, reduce unnecessary or duplicate journeys and reduce costs. This will have consequences on our customers and our staff. We are considering alternative fuel vehicles and improvements to our booking systems.</p>	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	N/A	The Grass routes service is well used by our older citizens to maintain their independence any reduction in service routes will therefore disproportionately impact on this group.	Where possible we will continue to offer the same routes, however customers may be asked to adjust pick up and drop off times to ensure that the buses are well utilized and we avoid duplicate routes to accommodate user preferences.
Disability	Our newer minibuses are disabled compliant and able to accommodate all users. All new minibus vehicles are DDA compliant and we are removing older vehicles which are not compliant.	The Grass routes service is well used by our older citizens, who may also be disabled or have mobility issues, to maintain their independence any reduction in service routes will therefore disproportionately impact on this group.	Where possible we will continue to offer the same routes, however customers may be asked to adjust pick up and drop off times to ensure that the buses are well utilized and we avoid duplicate routes to accommodate user preferences.
Gender reassignment	No disproportionate impact on this group	No disproportionate impact on this group	
Marriage or civil partnership	No disproportionate impact on this group	No disproportionate impact on this group	
Pregnancy or Maternity	No disproportionate impact on this group	No disproportionate impact on this group	
Race	No disproportionate impact on this group	No disproportionate impact on this group	
Religion or Belief	No disproportionate impact on this group	No disproportionate impact on this group	
Sex	No disproportionate impact on this group	No disproportionate impact on this group	
Sexual Orientation	No disproportionate impact on this group	No disproportionate impact on this group	

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Welsh Language	No disproportionate impact on this group	No disproportionate impact on this group	

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	None	The service provides vital transport to those accessing support services such as day care and medical appointments. By optimizing routes this may impact on preferred or necessary travel times for users	The supporting guidance and service policies need to be reviewed and amended to ensure that those users with medical and safeguarding needs are prioritized when allocating seats and determining routes
Corporate Parenting	None	None	

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

- Service data – this includes current routes, user numbers, and service costs.
- Route optimisation benefits derived from School Transport review
- Fleet availability & demand
- Increased service costs

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

The proposals will result in a more efficient operating model in terms of the staffing base and the service provided, however this may have a negative impact on service users who will need to have more flexibility around travel times and it will result in job losses with the Operations unit. The changes will however enable the service to more resilient, compliant with legislation and contribute positively to our climate emergency action plan.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Prepare a revised operating model based on evidenced service need	Proposed structure to be completed by the end of December to enable staff consultation to commence early in the new year	Debra Hill-Howells / Gareth Emery	
Undertake a review of the Grass Routes service using route optimization principles	January – April 2020	As above	
Review the Grass routes policies and booking systems	As above	As above	

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

The impacts of this proposal will be evaluated on:	January 2020
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9. **VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Cabinet	20.12.19	



<p>Name of the Officer Frances O'Brien Peter Davies Matt Gatehouse Matt Phillips</p> <p>Phone no: 01633 644686 E-mail: francesobrien@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>As part of the Authority's MTFP process and in setting an annual budget, we have reviewed all of our current fees & charges and if there is any scope to increase this for 2020/21.</p> <p>Full details of all proposals can be found under Efficiency Saving Proposal CFC001 – Enterprise Fees and Charges (inc associated spreadsheet)</p>
<p>Name of Service:</p> <p>Enterprise, Resources and Chief Executives</p>	<p>Date Future Generations Evaluation form completed</p> <p>18th December 2019</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Maintaining a service that provides access to healthy meals	<p>A five pence increase in the charge for school meals will result in an increase in cost for those with school-aged children.</p> <p>Raising the cost of cemetery fees may have a disproportionate impact on those above the age of 18 who will incur the additional costs.</p>	<p>Ensure the Social Services and Well-being Act charging legislation is adhered to, so service users are means tested to determine their ability to pay.</p> <p>Free school meals are available for those on incomes below a certain level. We will continue to promote Free School Meal entitlement</p> <p>If a family cannot afford to pay for a burial they may be entitled to assistance in the form of a S46 burial. A local authority has a responsibility to organise a S46 funeral where</p> <ol style="list-style-type: none"> 1. no funeral arrangements have been made 2. no relatives of the deceased can be found, or 3. the relatives of the deceased cannot or will not arrange a funeral <p>The Local Authority however will be entitled to recover the costs of the funeral from the deceased estate.</p>

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Disability	<p>Both the Careline Alarms and installation charges are remaining fixed for 2020/21 and are not being increased in line with inflation.</p> <p>The Disabled Facility Grant administration fee remains fixed for 2020/21.</p>	N/a	Ensuring that the Careline service continues to be offered to those how require it.
Gender reassignment	N/A	N/A	
Marriage or civil partnership	N/A	N/A	N/A
Pregnancy or maternity	N/A	N/A	N/A
Race	N/A	N/A	N/A
Religion or Belief	N/A	N/A	N/A
Sex	N/A	N/A	N/A

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sexual Orientation	N/A	N/A	N/A
Welsh Language	None identified	None identified	All signage and material arising from budget proposals will be compliant with the Welsh Language measure 2011
Poverty	Although Poverty isn't a protected characteristic, it is important to assess and understand the impact of our proposals on those in poverty, especially if there is a cumulative impact from a number of proposals. This is in line with our Social Justice policy.	Increases in school meal charges will have a more significant impact on those on lower incomes. Increases in cemetery fees will have a disproportionate impact on those on lower incomes.	Free school meals are available for those on incomes below a certain level. We will continue to promote Free School Meal entitlement to ensure greater awareness and take up. The Local Authority will undertake a S46 funeral where the family is unable or unwilling to organise the funeral, but the costs can be recoverable from the deceased estate.




2. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Allows for the fees and charges we levy to be uplifted to reflect current price of goods, services and works	The full range of increased fees and charges incorporated within this proposal will be subject to full engagement and consultation with the community and elected members of the authority prior to being considered for inclusion in the 20/21 budget.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N/A	N/A
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Uplift in fees and charges allows resources to be allocated to priority areas across the authority such as social care and education. Increase in school meals charges enables us to maintain a service that focuses on providing nutritional meals to young people that supports their physical wellbeing and health.	The full range of increased fees and charges incorporated within this proposal will be subject to full engagement and consultation with the community and elected members of the authority prior to being considered for inclusion in the 20/21 budget.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	N/A	N/A
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Adhere to the charging legislation of the Act will mean a fairer and consistent charging for services across Wales.	As above
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	N/A	N/A

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A more equal Wales People can fulfil their potential no matter what their background or circumstances	N/A	N/A

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	Increases in fees and charges have been considered in the context of whole life cost analysis over the long-term in order to ensure sustainable and cost effective service delivery now and in the future.	Mitigating arrangements are in place to minimize the impact of increased fees of charges on people on low incomes
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	Fee increases are considered in conjunction with opportunities to deliver services more efficiently in collaboration with existing and new partners	Consultation and engagement with communities and elected members of proposed increases as part of MCC 20/21 budget setting process
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	These proposals will form part of the budget exercise and will be subject to a public consultation exercise. This will include sessions with existing groups such as the Access for All forum that represents people with disabilities.	Ensure that proposals and the accompanying Future Generations evaluations are used during, and updated as a result of, consultation and engagement.

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p data-bbox="152 453 293 485">Prevention</p> <p data-bbox="344 213 524 480">Putting resources into preventing problems occurring or getting worse</p>	<p data-bbox="546 213 1330 360">Proposed fee increases enable priority services across the authority to receive additional financial support for pre-emptive services to be delivered that help reduce demand for costly provision in the future</p>	<p data-bbox="1352 213 2107 312">Consultation and engagement with communities and elected members of proposed increases as part of MCC 20/21 budget setting process</p>
 <p data-bbox="152 751 293 783">Integration</p> <p data-bbox="344 512 524 778">Considering impact on all wellbeing goals together and on other bodies</p>	<p data-bbox="546 512 1330 584">The proposal will generate additional revenue and ultimately support the economy of Monmouthshire</p>	<p data-bbox="1352 512 2107 611">Consultation and engagement with communities and elected members of proposed increases as part of MCC 20/21 budget setting process</p>

4. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Social Justice, Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Social Justice	<p data-bbox="448 1150 1030 1350">Social justice is about reducing inequalities in society by working towards more equal distribution of wealth and opportunities so everyone can achieve their full potential. Increasing charges enables to maintain services that are accessible to all..</p>	<p data-bbox="1055 1150 1599 1318">There is a risk that any budget proposals that increase in costs will have a disproportionate impact on people on low incomes and therefore will widen inequality.</p>	<p data-bbox="1624 1150 2085 1441">The council is committed to aligning evidence based policy, programmes of work and resources with the aim of supporting people and communities to fulfil their potential and live the lives they want to live. Mitigation is in place to reduce the financial burden on people who can least afford it.</p>

Safeguarding	There are no specific positive impacts identified at this stage	There are no specific negative impacts identified at this stage	Safeguarding is at the heart of everything the council does. All staff are trained to a level that is appropriate to their role.
Corporate Parenting	There are no specific positive impacts identified at this stage	There are no specific negative impacts identified at this stage	

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

- Review of competitors charges
- Review of practices within other public sector organisations
- Current spend and income data
- Feedback Select Committees, SLT and Cabinet

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

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These will be added following the budget consultation.

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

What are you going to do	When are you going to do it?	Who is responsible
The assessment will continue to be updated as individual budget proposals are developed and shaped by consultation.	As part of budget consultation	

8. VERSION CONTROL: The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.0	Cabinet	20/12/19	



monmouthshire
sir fynwy

Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation</p> <p>Ruth Donovan</p> <p>Phone no: 01633 644592</p> <p>E-mail: ruthdonovan@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To consider no longer accepting cheques as a method of payment and to fully adopt a previous decision made by this Council to become cashless.</p>
<p>Name of Service</p> <p>Revenues, Systems & Exchequer</p>	<p>Date Future Generations Evaluation form completed</p> <p>03/12/19</p>



NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuanace Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc.




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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Ensures limited resources are being utilised effectively and efficiently by removing manual processes from day to day business.	
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	n/a	
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	n/a	
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	n/a	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	n/a	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People	n/a	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
are encouraged to do sport, art and recreation		
A more equal Wales People can fulfil their potential no matter what their background or circumstances	n/a	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The manual receipting of cash and cheques cannot be sustained in the long term. Would expect the use of cheques to gradually reduce as many high street banks no longer issue cheques with new current accounts. Online payment solutions using mobile devices are likely to become the norm over the next decade.</p>	
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Will need to work with the MCC Digital Team, SRS & software suppliers to ensure income receipting systems are resilient and up to date.</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>Customers, tax payers and service departments will be affected by this proposal. Engagement is needed with each of these groups to ensure that they are prepared for the changes.</p>	
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>Alternative payment options (e.g. Direct Debit) are actively encouraged. However we still continue to receive a significant number of cash and cheque payments. These require a significant amount of staff time to process and administer.</p>	
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>There is the potential that customers will opt out of services if they are unable to pay for them. Need to ensure that vulnerable groups are not disadvantaged and are able to receive the services they need.</p>	

3. **Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Online payments/digital solutions is now the default position for our younger community. Strengthening our online payment offering and linking in to My Council Services will help meet this demand and allow customers to pay for services in a mobile/digital way.	Our older residents tend to prefer to write cheques and don't have access to online services. The proposal will mean these customers will have to move to alternative payment options.	Engagement with our residents and customers to promote the change will be required. Encouraging alternative payment methods (e.g. direct debit) to be put in place.
Disability	Ability to make payments for all services online without the need to travel and at minimal cost	Difficulties accessing online services with certain disabilities	Engagement with our residents and customers to promote the change will be required. Encouraging alternative payment methods to be put in place.
Gender reassignment	n/a	n/a	n/a
Marriage or civil partnership	n/a	n/a	n/a
Pregnancy or maternity	n/a	n/a	n/a
Race	n/a	n/a	n/a
Religion or Belief	n/a	n/a	n/a
Sex	n/a	n/a	n/a
Sexual Orientation	n/a	n/a	n/a

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Welsh Language	n/a	n/a	n/a

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

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

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

Activity data held against the Income System – Civica.

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

Positive impacts:

- Potential to save money and to use limited resources more effectively by reducing day to day manual processes.
- Strengthening our online/digital platform and providing customers with the modern payment facilities they now expect

Negative impacts:

- Potential loss of income
- Restricting payment options to certain customer groups (e.g. the very young and elderly) which may result in the withdrawal of services

Need to engage with our residents and customers before the change is introduced to ensure that they know what this means for them and can plan for the change (e.g. by setting up a direct debit).

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

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What are you going to do	When are you going to do it?	Who is responsible	Progress
Engage with service departments collecting income	Before any decision to remove cheques and cash	Finance	
Engage with residents and customers to make them aware of the change and help them make alternative payment arrangements	Before any decision to remove cheques and cash	Finance	

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

The impacts of this proposal will be evaluated on:	6 months after implementing the change
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Cabinet	20.12.19	

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Evaluating the Potential Impact of the 2020/21 Budget Proposals

Introduction

Monmouthshire receives the lowest funding per head of population of any local authority in Wales. This means that a higher proportion of the income we need to generate to provide services needs to come from council tax and charges for services.

Since 2013/14 the council's revenue support grant from central government has reduced by more than 15% from £73.386 million to £61.788 million, the largest percentage reduction of any local authority in Wales, the council has also experienced reductions in funding from other central government sources¹. Over this period, we have delivered savings of £20 million but have also needed to find additional money to meet demands and pressures on services for example services for children who are looked after.

The council has always sought to preserve local service delivery in the face of budget pressures. We know how important many of the things we do are to the people who live in our communities and have worked hard to maintain the things that matter by reducing the amount we spend on things like buildings and energy costs.

We recognise that when we increase charges and put up Council Tax it can have a detrimental impact on those who can least afford it, this does not just mean those who are unemployed, many people experience in-work poverty while others are impacted upon by disability or other protected characteristics that affect their opportunities. Whenever we introduce changes to policy or charges we evaluate the impact of these upon different groups. Our commitment to social justice means that we also look at the potential impact on those in poverty. An approach we will continue to develop in response to the new socio-economic duty being consulted upon by the Welsh Government.

Where a budget proposal could alter a service, or the way in which it is delivered in 2020/21 a Future Generations Evaluation assessment of its potential impact has been completed. This assesses its potential impact on the national well-being goals and the ways of working enshrined in the Well-being of Future Generations Act and also the people and groups who possess the protected characteristics specified as part of our duty under the Equality Act 2010.

This document summarises the headline message from these assessments. The table below shows a summary of these main impacts while a summary of the main messages from these is presented as appendix 1. The summary does not highlight every single issue but should help reveal some of the key impacts of budget proposals and provide scope for continual learning and improvement as proposals are developed.

The document has also drawn on an initial analysis of the cumulative financial impact of the budget proposals on households with different income levels and groups with protected characteristics as defined by the Equality Act 2010.

This evaluation is an early one, applying to budget proposals only at this pre-consultation, pre-decision stage. Open and robust scrutiny and challenge is essential as the proposals continue to be shaped in line with the priorities in the corporate plan and the issues that matter most to our communities. This analysis will continue to evolve and be updated throughout public consultation in January 2020 and we expect this analysis to be built upon following public engagement and scrutiny.

	Age	Disability	Gender Re-assignment	Marriage or civil partnership	Pregnancy and Maternity	Race	Religion or Belief	Sex	Sexual Orientation	Welsh Language	Poverty	Safeguarding	Sustainable Development	National Well-being goals
Additional budget for pupils with additional learning needs (CYP 002)														
Reduction in individual schools budgets (CYP 001)														
Increase in charges for school meals														
Uplift in income from Adult Services Contracts (SCH 001)														
Increase fee levels for private care providers (SCH 002)														
Continue to develop new model for care at home (CCH 002)														
Practice change in adult social care (CCH 002)														
Raising cap on non-residential social care charges (SCH 002)														
Increase funding of placements for adults with disabilities (SCH 003)														
Increase in fees and charges for social care (SCH 004)														
Increasing demands and costs for children who are looked after (SCH 006)														
Changes to passenger transport service (ENT 022)														
Charges for highways services (ENT 020)														
Increase in fees and charges for development management (ENT 021)														
Efficiency in highways services (ENT 019)														
Increase in council tax														

Key

Red – negative impact on this category that is difficult to overcome with mitigating actions

Amber – some potential negative impact which is lower risk or can be managed with mitigation

Green – impact is largely positive

White – no impact has been identified at this stage

Our Corporate Plan objectives

Our purpose and mission remains one of *building sustainable and resilient communities that can support the wellbeing of current and future generations*. We share this core purpose with our Public Service Board and it is our guiding force in working towards the seven national Well-being Goals.

The five organisational goals described in the Corporate Plan incorporate the council's well-being objectives but go further in reflecting the need for a deeper organisational and council business focus. Setting our goals in this plan and the actions necessary to deliver on them enables us to identify the future we want.

The goals are:

- Giving people the best possible start in life
- Enable thriving and well-connected county
- Maximising the potential of the natural and built environment
- Lifelong well-being
- A future focused council

The council's strong record of delivery within a balanced budget has enabled us keep frontline services operating. We are clear that money should follow our core purpose of building sustainable and resilient communities and delivering the well-being objectives in the Corporate Plan.

We continue to develop our Medium Term Financial Plan to support us as far as possible to continue to deliver the aims and aspirations set out in this Corporate Plan and our purpose of building sustainable and resilient communities. We recognise that they are not without challenges, however they will enable us to focus our finite resources on the areas that matter most to people and enable us to build a sustainable service offer for current residents and businesses as well as future generations.

We are undertaking a mid-term review of the commitments in the Corporate Plan to ensure that the aspirations and activity set remain relevant and that they are deliverable with the resources we have available, which will continue to be an iterative and ongoing process as part of our financial planning.

The budget proposals are a broad mix of small adjustments designed to optimise efficiency and larger longer-term proposals. The corporate plan gives us the framework to focus on the big challenges but we can never lose sight of the need to spend every pound wisely, nor the reality that the cumulative impact of many small changes can add up to a significant impact on some people within our communities and the need to ensure that there is some degree of mitigation against this for the most vulnerable.

The Legal Context

The Equality Act 2010 came into operation on the 6th April 2011. It replaced 116 previous different pieces of law relating to equality, and put them all together into one piece of legislation. The Act strengthens the law in important ways, and in some respects extends current equality law to help tackle discrimination and inequality.

The Council, as a public body in Wales, has a requirement under the Act to meet both general and specific duties.

The general duties are that in exercising its functions the Council must have due regard to:

- eliminate unlawful discrimination, harassment and victimisation and any other conduct that is prohibited by the Act;
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not;
- foster good relations between people who share a protected characteristic and those who do not;

The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

The Protected characteristics are: Age; Sex; Gender re-assignment; Pregnancy and maternity; Sexual orientation; Race; Religion or belief; Marriage and civil partnership.

The Well-being of Future Generations Act creates a legal framework for better decision-making by public bodies in Wales by ensuring that we take account of the long-term, help to prevent problems occurring or getting worse, take an integrated and collaborative approach, and considers and involves people of all ages. This supports existing commitments such as the Welsh language, equalities and the UN Convention on the Rights of the Child.

Together, the seven well-being goals and five ways of working provided by the Act are designed to support and deliver a public service that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Socio-economic impact of the budget

Almost any change to a council service has some socio-economic impact. This is because of the nature of our responsibilities and the extent to which some groups, communities and vulnerable people rely on public services. Our aim is to properly understand this impact so that we can identify appropriate mitigations wherever possible and minimise the impact on people in greatest need.

We provide and help fund a wide-range of services in communities to ensure support for communities. These include:

- Council Tax reduction scheme
- The single person Council Tax discount
- Financial Support for Monmouthshire Citizen's Advice Bureau
- Community Connectors to help people to maintain their independence and prevent people becoming dependent on statutory health and social care

Community Hubs that provide advice and also host community learning opportunities including the new skills at work programme which aims to upskill those in lower paid jobs to increase their career prospects

The Welsh Government is currently consulting on a new socio-economic duty which will place a legislative duty on council's to consider the need to reduce the inequalities that result from socio-economic disadvantage. Until the implications of this are fully understood we will continue to assess the impact of our budget decisions on those in poverty.

Approach / Methodology

As part of our impact evaluation we have looked to establish the financial impact of proposals on different people within our communities. This paper has been prepared alongside the budget proposals for 2020-21 to assess the cumulative financial impact of the budget. It also brings together the most significant issues identified by the Future Generations Evaluations completed for each of the proposals to understand whether any groups will experience a detrimental position as a result of the cumulative impact of separate proposals.

We have used UK level data to identify the estimated number of households in different income bands. This shows gross household income at a UK level. This was not available at a local level, we were also unable to access local data, in bands, that identified disposable income after housing costs.

When any change is looked at in isolation it may not seem significant but the cumulative impact of multiple changes can sometimes mount up placing pressures on some groups in society. Monmouthshire is often perceived as affluent with the county having the lowest proportion of households with income below £20,000 per year and the highest proportion earning over £40,000. However there are still many families living on low incomes. The net annualised income in Monmouthshire after housing costs is £25,618. The England and Wales figure is £27,124. This is measured at middle super output area and ranges from £12,500 (Blackpool MSOA) to £57,000 in (Elmbridge MSOA in the South East of England)

All residents will also be impacted upon by inflation which will result in higher prices, the rate of inflation is presently 1.5%². The extent to which higher prices are off-set by wage rises will vary by household and is not included within this assessment, nor is any impact on prices or incomes that could arise from Britain exiting the European Union.

This assessment identifies areas where there is a risk that changes resulting from individual budget proposals may have a significantly greater impact on particular groups when looked at together with other proposals.

This enables the local authority to identify where we may need to mitigate against negative impacts on certain groups of people. Mitigating actions could include re-shaping services to target them more efficiently and to reduce the potential of disproportionate impacts on groups with protected characteristics as defined by the Equality Act 2010 of those in poverty.

This is a dynamic process, and this assessment will continue to be updated as individual budget proposals are developed and shaped by consultation and any further mitigating actions will need to be considered.

The Impact and Mitigation

The table shown as appendix one provides a simple overview where proposals have been identified as having a positive or negative impact on those with protected characteristics, those in poverty, safeguarding and the ways of working and national well-being goals.

Disability

The definition of disability is when a person has a physical or mental impairment which has a long term adverse effect on that person's ability to carry out day to day activities.

There are increases in fees for social care services, both residential and non-residential. The cap on fees for domiciliary care has been raised. These will be received by proportionately more people with disabilities although there are means testing and caps on charges that limit the impact on those on the lowest incomes.

Age

Older people – People in later life may be more likely to use some council services as they are more likely to acquire a disability and so may be more vulnerable than the general population to changes in those services. This impact will be worsened for those on low incomes. Below is a summary of the main proposals that may impact on some older people.

The raising in the cap for domiciliary care of £10 per week, in line with Welsh Government guidance, will result in a cost to a household where one adult is in receipt of care of an additional £520 per year. However, as these services are means tested only those who are assessed as being able to afford this will pay this increase.

There have also been increases in fees for local authority run residential care from £523.37 to £557.92. This will impact on proportionately more older people but these are means tested and so the impact on those on the lowest incomes will be mitigated.

Children and Young People – Around 14% of children in Monmouthshire live in poverty and this figure rises to 29% in the least well-off wards³. Continued economic and social pressures on families are likely to put increased pressure on some families. Below is a summary of the main proposals that impact on children and young people.

Families with school-aged children

A five pence increase in the charge for school meals will result in an increase in annual costs of £9.50 for a family with one school age child rising to £28.50 for a family with three children⁴.

Other protected characteristics

There is very limited reference to some of the protected characteristics within the individual assessments that have been developed alongside the budget proposals, in particular:

Marriage and civil partnership and pregnancy and maternity are essentially work place regulations. Sex (gender), race, gender reassignment, sexual orientation, religion and belief also have limited references attributed to them and this may be for a two reasons:

- because these groups are not affected by the proposals or
- because we have gaps in our information due to people perceiving that the characteristic is of a personal and sensitive nature and are therefore unwilling to respond.

We welcome any views on the impacts of our proposals on these protected groups as part of our consultation on the budget and will continue to look at national information and relevant studies to improve our knowledge and understanding of how changes can adversely impact on these groups.

The authority's approach to car parking charges is currently being reviewed.

The proposed council tax increase of 4.95% will result in an additional monthly cost of £6.35 on a Band D property.⁵ This will impact on all groups, while this modelling has been based on a Band D property those with higher incomes typically live in larger properties and therefore will pay higher council tax. However it is acknowledged that some people may have a large house and low income. This can often be true of older people.

Mitigation

Charges for social services are linked to peoples' ability to pay and service users will be required to undergo a means tested assessment of their financial ability to meet a reasonable charge calculated for these services.

The council tax reduction scheme offers some mitigation, council tax is means tested and those in receipt of universal credit, pension credits, job-seekers allowance and other benefits are able to apply for a reduction. Single person households are eligible for a 25% reduction on council tax.

There will be a range of additional mitigations that are not fully modelled here.

The Cumulative Financial Impact

This is currently being modelled and will be presented to councillors with the final budget proposals when they are presented for decision in the New Year.



Equality and Future Generations Evaluation

<p>Name of the Officer: Matthew Gatehouse</p> <p>Phone no: 01633 644397 E-mail:</p>	<p>Please give a brief description of the aims of the proposal: To deliver a balanced budget while continuing to make progress against the council's well-being objectives and delivering the long-held purpose of building sustainable and resilient communities</p>
<p>Name of Service area: Chief Executive's</p>	<p>Date: 10 December 2019</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
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Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	<p>Local Authorities provide many universal services such as highways and waste collections which bring multiple benefits to all age groups. However many of our services are delivered to proportionately higher numbers of younger and older people.</p> <p>Practice change in adult social services which are person-centred with a focus on well-being reducing dependency and empowering individuals and families to achieve their own outcomes which is a positive outcome.</p> <p>Deployment of early intervention and preventative services for children who are looked after can reduce the likelihood of placements breaking down and lead to better and more stable long-term outcomes.</p>	<p>Increasing the cap on fee levels for non-residential social care in line with Welsh Government Policy will have a financial impact for those who pay which will include a higher proportion of older people.</p> <p>There will be an increase in fees and charges for both residential and non-residential social care which will have a disproportionate increase on older people.</p> <p>A change to the routes that are run by the grassroutes bus scheme may negatively impact on the services users preferred times, this service is used by a higher proportion of older people.</p> <p>A reduction in individual schools budgets will have a disproportionate impact on younger people.</p> <p>A five pence increase in the charge for school meals will result in an increase in cost for those with school-aged children.</p>	<p>Ensure the Social Services and Well-being Act charging legislation is adhered to, so service users are means tested to determine their ability to pay.</p> <p>There is no increase in the charges for community meals.</p> <p>Funding used to support pupils with additional learning needs will not be reduced.</p> <p>Further payments will be made to schools to enable them to afford staffing costs. Overall the schools budget will increase by over £1.5 million, although this is still a real-terms reduction.</p>

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Disability	<p>Any changes to social care, including practice change and new ways of working with independent care agencies are likely to have a particular impact on people who have disabilities.</p> <p>Additional funding of placements for adults with physical and learning disabilities, including college places, will have a positive impact on their long-term well-being.</p>	<p>Any changes to social care arrangements are likely to have a particular impact on people who have disabilities, this includes increased charges as described above.</p> <p>There are some reductions in disability service budgets but these are focused on back office efficiencies and will not impact directly people who use services.</p> <p>There will be an increase in fees and charges for both residential and non-residential social care which will have a disproportionate increase on people with disabilities.</p> <p>Changes to the routes that are currently run by grassroutes bus scheme may negatively impact on a higher proportion of older people who use this service and may also be disabled.</p>	<p>For social care charging increases we will ensure that service users are means tested to determine their ability to pay.</p> <p>Funding for pupils with additional learning needs will be excluded from any reductions in schools budgets</p>
Gender reassignment	At this stage none of the proposals have identified a particular impact, either positive or negative, on people who have undergone or are considering gender reassignment.	None of the budget proposals have been identified as having either a positive or negative impact at this stage.	

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Marriage or civil partnership	Same-sex couples who register as civil partners have the same rights as married couples in employment and must be provided with the same benefits available to married couples, such as survivor pensions, flexible working, maternity/paternity pay and healthcare insurance. At this point of the analysis there are no proposals which have been assessed as having either a positive or negative impact on this group	None of the budget proposals have been identified as having either a positive or negative impact at this stage.	No mitigating actions are necessary
Pregnancy or maternity	In the provision of services, goods and facilities, recreational or training facilities, a woman is protected from discrimination during the period of her pregnancy and the period of 26 weeks beginning with the day on which she gives birth. None of the budget proposals have been identified as having either a positive or negative impact at this stage.	None of the budget proposals have been identified as having either a positive or negative impact at this stage.	No mitigating actions necessary
Race	There are no proposals identified that will have a specific positive outcome that will differ by race.	Proposals to increase back office efficiency may have an element of artificial intelligence or AI. Research has shown that AI has the potential to reinforce existing biases. This is because computer algorithms are unequipped to consciously counteract learned biases in the same way that humans do.	Work closely with developers to understand any applications where this could potentially occur and remedy immediately.




Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Religion or Belief	There are no impacts, either positive or negative that have been identified.	There are no impacts, either positive or negative that have been identified.	No mitigating actions necessary
Sex	The council has already carried out a full pay evaluation exercise.	None identified	No mitigating actions necessary
Sexual Orientation	None of the budget proposals have been identified as having either a positive or negative impact at this stage.	None of the budget proposals have been identified as having either a positive or negative impact at this stage.	No mitigating actions necessary
Welsh Language		None identified	All signage and material arising from budget proposals will be compliant with the Welsh Language measure 2011
Poverty	Although Poverty isn't a protected characteristic, it is important to assess and understand the impact of our proposals on those in poverty, especially if there is a cumulative impact from a number of proposals. This is in line with our Social Justice policy.	An increase in council tax will have a financial impact on all households. The impact will be felt more acutely by those on lower incomes as any bills will form a higher proportion of their household expenditure. Increases in school meal charges will have a more significant impact on those on lower incomes.	There are a range of mitigations in place. These include a council tax reduction scheme. Free school meals are available for those on incomes below a certain level.



2. **Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>Examples of proposals that impact positively on this goal include the acquisition of commercial assets which will generate a financial return and where possible support the creation or retention of employment.</p>	
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The council has recently declared a climate emergency. At this stage the action plan is not sufficiently developed to model the financial consequences of the authorities aspirations to reduce its carbon emissions.</p>	
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>		<p>Examples of proposals within the budget include practice change in Adult Social Services which focus on prevention and person-centred well-being.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Place-based approaches proposed as part of practice change proposals in adult social care will contribute to healthy inclusive communities.</p>	<p>Some communities may be opposed to commercial development or regeneration schemes In such cases we will involve people with proposals subject to planning and local consultation.</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>We continue our efforts to reduce pollution and increase recycling and these will have a small but important positive impact on CO2 emissions and waste which will contribute to global environmental efforts.</p>	<p>Wales has an enviable record in sustainable waste management and we will continue to progress this in our approaches to waste management and carbon reduction.</p>
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>More efficient use of telephony include continuing the use of a chatbot. This has been developed to be bilingual and respond to queries through the medium of Welsh.</p>	
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>The council has already carried out a full pay evaluation exercise.</p>	<p>Increased charges for some services enable the council to provide other services such as transport which benefit people on low incomes and which has positive environmental impacts. Many of the council services that are sustained through charging provide a valuable safety net and contribute to more equal outcomes.</p>

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Increases in fees and charges have been considered in the context of whole life cost analysis over the long-term in order to ensure sustainable and cost effective service delivery now and in the future.</p>	<p>Mitigating arrangements are in place to minimize the impact of increased fees of charges on people on low incomes</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The budget includes a range of collaborative proposals. This includes working with health the voluntary sector and private companies.</p>	<p>No specific further actions are proposed at this stage</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>These proposals will form part of the budget exercise and will be subject to a public consultation exercise. This will include sessions with existing groups such as the Access for All forum that represents people with disabilities.</p>	<p>Ensure that proposals and the accompanying Future Generations evaluations are used during, and updated as a result of, consultation and engagement.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>Practice change in adult social services which person centred with a focus on well-being reducing dependency and empowering individuals and families to achieve their own outcomes</p>	
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The council works across many areas and many of these proposals can have positive and potentially negative impacts on another. It is important that as individual proposals are developed we seek to balance competing impacts.</p>	<p>The council's Corporate Plan contains a table which highlights which of the objectives impacts on each of the 7 national well-being goals and any detailed proposals brought forward following this consultation will need to assess the impact of that proposal on the well-being goals.</p>

4. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Social Justice, Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Social Justice	Social justice is about reducing inequalities in society by working towards more equal distribution of wealth and opportunities so everyone can achieve their full potential. The proposals in the budget include those focused on children and preventative services that reduce loneliness and isolation.	There is a risk that any budget proposals that increase in costs will have a disproportionate impact on people on low incomes and therefore will widen inequality.	The council is committed to aligning evidence based policy, programmes of work and resources with the aim of supporting people and communities to fulfil their potential and live the lives they want to live. Mitigation is in place to reduce the financial burden on people who can least afford it.
Safeguarding	Safeguarding is about ensuring that everything is in place to promote the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect. Specific Proposals include the strengthening of the councils legal service since lawyers sits at the heart of all child protection work around the Court system.	There are no specific negative impacts identified at this stage	Safeguarding is at the heart of everything the council does. All staff are trained to a level that is appropriate to their role.
Corporate Parenting	Further investment is being made into children's social services including securing longer-term funding for the MySupportTeam (MyST) works with looked-after children and young people whose needs are such that they require significant support to keep them safe, maintain secure relationships and stable placements and improve their life chances.	There are no specific negative impacts identified at this stage	

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

The proposals are based upon a wide range of data and evidence and this will be contained within the evaluations of each of the individual proposals. Future monitoring will be done in accordance with the evaluation arrangements recently developed by the council's democratic services committee. This will allow members to assess whether any changes resulting from the implementation of the recommendation have had a positive or negative effect.

Data sources include for example:

- Quantitative data such as user numbers, measuring whether changes have had a positive or negative impact on the number of people using the service, in some cases, such as preventative services less users will be a positive
- Qualitative data that gives people views of the service which includes analysis of complaints
- Data derived from national sources such as stats Wales and the National Survey for Wales which allow us to measure whole population

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

These will be added following the budget consultation.

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

What are you going to do	When are you going to do it?	Who is responsible
<p>Existing actions are highlighted within the individual assessments.</p> <p>The assessment will continue to be updated as individual budget proposals are developed and shaped by consultation.</p>	<p>As part of budget consultation</p>	

- 8. VERSION CONTROL:** The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.0	Cabinet	20/12/19	

¹ Available at <https://statswales.gov.wales/Catalogue/Local-Government/Finance/Settlement/Central-Government-Support/standardspendingassessmentsandcentralgovernmentsupport-by-authority> .

² Consumer Price Index, October 2019. <https://www.ons.gov.uk/economy/inflationandpriceindices>

³ Figures quoted are before housing costs. Equivalent rounded after housing cost figures are 22% and 43% http://www.endchildpoverty.org.uk/wp-content/uploads/2018/01/Wales_LA-and-ward-data.xlsx

⁴ Calculated on a daily increase of £0.05 per child for 190 days.

⁵ <https://www.monmouthshire.gov.uk/app/uploads/2018/03/202Charge-per-band-2018-19-3.pdf>

TEAM ABERGAVENNY

BETTER, TOGETHER

Report from Team Abergavenny to the North Monmouthshire Area Committee to be held on 22 January 2020.

1. It was noted that some of our previous report was not discussed due to Election Purdah. We would request that those issues be addressed at this meeting as follows:

1.1. Welsh Government has agreed a draft solution to the bus stop required in Park Road by Tesco. We understand that this is now subject to funding being available, and all being well should be completed in the spring. **Have you had further information about this important matter please?**

1.2. Concern was expressed regarding the no left turn sign at the Baker Street end of Princes Street, as it prevents access to Frogmore Street for vehicles and, in practice, the sign is being ignored. It was noted that local views vary regarding the need for the sign.

A Member of the Area Committee stated that she had asked to meet the Highways Safety Manager to discuss this matter further. We hope that any proposal to change the existing arrangements will be consulted upon publicly to ensure that all views are considered. **Is there any progress on this please?**

1.3. The Licensing Department needs to ensure that it is managing the use of street space in Frogmore Street. **It would be useful to have an update on this from the Licensing Officer.**

1.4. The re-development of the town hall is behind schedule due to a delay to the mezzanine piling. We acknowledge that you discussed this at your last meeting and that a response on some details was given to the Vice Chair of the Civic Society. Having seen that response we understand that a number of questions were also put to Mr Peter Davies, most of which were answered. We would identify these two issues as important and which you might want to consider:

Do you plan any external lighting to celebrate the iconic Town Hall structure?

We are interested in the signage strategy for the building. Given the complexity of potential messages about contents of the building, as witnessed from outside, what are you planning for the key signs at entrances to the building? It would be useful to imagine you are a young mother with a pushchair seeking to use the library for the first time in working out the directions.

2. A meeting has being held with Cath Saunders concerning the redevelopment of King Henry VIII School. The intention was to pass on to her initial broad expectations about the planning and design of the project, including the management of traffic in the surrounding area, and community engagement in the planning process and subsequent involvement at the school. We will await a response in due course.

3. Progress on the action programme of the Town Team's North Monmouthshire Community Plan (2017) has been briefly assessed. Considerable progress has been made on some actions, while delayed, modest or slow progress has been made on others. Progress has been least under the 'Encouraging Business Success' theme, and this is being addressed as below. It is hoped that the revision of the Local Development Plan will open the way to progress on some environmental matters. Overall we feel that the plan remains valid, but there needs to be acceleration in, for example, public transport improvements before another review in 2021.

4. Following a recent meeting concerning the LDP and economic development, it was clear that MCC and Welsh Government do not have facilities in place to attract incoming employment creation opportunities, which are essential to balance up any further residential development. There is a focus on the M4 corridor but this area is not seen as a priority. Team Abergavenny has focused

its attention on creating prosperity in the Abergavenny area and we are exploring an option to engage a sales and marketing team to attract new employment to the area. We see this as an important element of reducing travel for local people as well as improving the prosperity of the area. We are meeting with the Health Board representatives about the Maindiff Court Estate and we are preparing to approach significant local players to try to develop an initiative to attract suitable businesses or academic interest to the area. Further information will be provided when it is available.

11/1/20

The NMLC met on 13th January 2019.

View requested

Planned Maintenance of Highways - North Mon Community & Town Councils are concerned regarding the general level of maintenance and cleansing of highways, clearing drains & culverts etc which is leading to problems particularly in the rural areas. There is also concern regarding the state of the highways and appearance of potholes.

NMLC would welcome a response from MCC regarding the funding available for planned maintenance and the priority given to the maintenance of rural roads.

Dog Waste Bin emptying – Many local councils continue to have problems with the contractor that empties the dog waste bins. Discussions are ongoing between representatives from local councils and MCC officers regarding different options. **NMLC would request that the Area Committee supports the NMLC view that MCC should collect & dispose of dog waste with community & town councils paying for the service.**

General Issues

At the January meeting, those present received details from Mike Moran, MCC on the summer playscheme. In 2020, funding is being sought from WG and others to enable a free healthy breakfast and lunch to be provided as part of the open access play sessions. Abergavenny Town Council contributes £12,000 towards this playscheme however there are a number of attendees from neighbouring community council areas that access this playscheme, particularly from the Llantilio Pertholey CC area. Therefore, a request is being made to the North Monmouthshire local councils to consider contributing to the playscheme to enable healthy meals to be provided.

Councils were informed that MCC officers will be contacting community councils to request assistance with land &/or funding to assist MCC with their decision to plant 10,000 trees by 2022.

Reports from individual councils

Abergavenny TC

Work ongoing at Town Hall which makes delivery of the Town Council function challenging

Cllr Sara Burch (Labour) elected as town councillor following by-election in Cantref ward.

The Town Council is planning a public consultation in February on the new planting schemes for the area outside cinema, raised at the bus station, borders at Tudor St and Castle St car parks and corner of Penypound & Park Road.

VE75 street party is being organised for Friday 8th May in the Prince of Wales Courtyard

Goetre Fawr CC

Goetre Fawr CC received approx. £82,000 for a MUGA from Section 106 monies

Llanelly CC

Advertisement for a new Clerk to be issued shortly

A465 legacy project proposals – criteria for legacy projects changed so not clear what could be secured for Llanelly CC area. Only £250,000 available for all communities impacted by the Clydach Gorge widening.

Crucorney CC

Bowling Green is to be handed back to the Community Council. Boiler in Pandy hall needs replacing. The community council has received just under £7500 s106 monies.

Llanfoist Fawr CC

Work is ongoing on the refurbishment of the Salisbury Hall.
Hedge planting day has been held.
Additional Christmas light around Waitrose area were added in 2019 scheme.

Public Document Pack Agenda Item 9

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of North Monmouthshire Area Committee held at Little Mill Village Hall, Berthon Road, Little Mill, NP4 0HJ on Wednesday, 20th November, 2019 at 1.00 pm

PRESENT: County Councillor M. Powell (Chair)

County Councillors: M. Groucutt, G. Howard, M. Lane, T. Thomas, K. Williams and S. Woodhouse

Abergavenny Town Council: Councillor T. Konieczny
Llanely Community Council: Councillor G. Nelmes
Llanover Community Council: Councillor G. Thomas

OFFICERS IN ATTENDANCE:

Deb Hill-Howells	Head of Commercial and Integrated Landlord Services
Poppy Harris	Landlord Services Project Officer
Graham Kinsella	Traffic And Road Safety Manager
Cheryl Haskell	Community Hubs North & Libraries Strategic Lead Manager
Richard Williams	Democratic Services Officer

ALSO IN ATTENDANCE:

Mr. H. Candler	-	Team Abergavenny
Mr. N. Tatam	-	Abergavenny Town Council
Mr. N. Pearce	-	Aneurin Bevan University Health Board
Mr. C. Davies	-	Aneurin Bevan University Health Board
Mr. J. Miles	-	Stagecoach
Mr. D. Owen	-	Stagecoach
Ms. M. Burford	-	Well-being Lifeboat Project
Mr. M. Pritchard	-	Mind Monmouthshire

APOLOGIES:

County Councillors: R. Harris, S. Jones, P. Jordan and J. Pratt
Ms. J. Lee – Abergavenny Town Clerk

1. Declarations of Interest

County Councillor M. Powell declared a personal, non-prejudicial interest pursuant to the Members' Code of Conduct in respect of agenda item 7 - Mind Monmouthshire, as she is a governor of King Henry VIII Comprehensive School.

County Councillor S. Woodhouse declared a personal, non-prejudicial interest pursuant to the Members' Code of Conduct in respect of agenda item 7 - Mind Monmouthshire, as she was a founder member of Mind Abergavenny, but is not a current member.

MONMOUTHSHIRE COUNTY COUNCIL

Minutes of the meeting of North Monmouthshire Area Committee held at Little Mill Village Hall, Berthon Road, Little Mill, NP4 0HJ on Wednesday, 20th November, 2019 at 1.00 pm

2. Public Open Forum

There were no members of the public present.

3. The Redevelopment of Abergavenny Hub

We received an update report regarding the Abergavenny Hub redevelopment. In doing so, it was noted that the building programme has encountered some challenges over the past few months. However, the following has been achieved:

- All demolition through walls has been completed in the basement, first floor and ground floor theatre area.
- Mechanical & Electrical first fix is currently being undertaken in the basement, ground floor theatre area and first floor.
- New plastering has been completed in all active areas.
- Lime plastering on old walls is in progress.
- Painting of walls has commenced on the ground floor theatre area.
- The lift pit has been excavated and is currently being filled for underpinning.
- Steelwork has commenced and is progressing for the mezzanine.

The next phase of work will include the One Stop Shop, Gwent Police area and Tourist Information Centre moving into the ground floor theatre area to be able to commence work in the ground floor One Stop Shop / Police area.

The projected finishing date for the overall programme is currently March 2020.

Having received the report the following points were noted:

- The main entrance will be opened on 2nd December 2019.
- Footfall to the market will continue to be monitored with a view to ensuring that trade within the market returns to normal as quickly as possible.
- A number of questions had previously been raised regarding the redevelopment of Abergavenny Hub. Officers present stated that these questions had been responded to directly with the Vice-Chair of Abergavenny Civic Society.
- The priority was to redevelop Abergavenny Hub before addressing the Baker Street site (former library).

We noted the report.

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Minutes of the meeting of North Monmouthshire Area Committee held at Little Mill Village Hall, Berthon Road, Little Mill, NP4 0HJ on Wednesday, 20th November, 2019 at 1.00 pm

4. Highways issues at Nevill Hall Hospital

We met with representatives of Aneurin Bevan University Health Board (ABUHB), Stagecoach and Monmouthshire County Council's Highways Department to discuss highways issues that are occurring at Nevill Hall Hospital on a daily basis in which buses are being prevented from accessing and departing the site on time due to inappropriate parking on the site. A number of options were raised as a way of potentially addressing this matter.

We resolved that Monmouthshire County Council's Highways Department liaises with Aneurin Bevan University Health Board (ABUHB) and Stagecoach with a view to identifying a way forward to address these issues.

5. Update by County Councillor S. Woodhouse regarding progress in respect of the Strategic Transport Group

The following items were identified in which the Area Committee requested the Strategic Transport Group to consider, going forward:

- Inappropriate parking on the Nevill Hall site leading to buses being delayed from leaving the site. Also, lack of parking provision for out-patients / visitors to the hospital.
- Health and safety issues for track workers relating to trains travelling on the Abergavenny line that are still using open flush toilets.
- The new trains, when implemented, will not provide toilet facilities.
- Network Rail needs to address the parking issues at Abergavenny Railway Station to prevent vehicles having to park in adjacent streets when the carpark becomes full.
- The negative effects created by the changes to the X3 bus service i.e., the removal of the early morning bus service which has caused issues for residents trying to get to college / work on time.
- A bus route within the Llanellen ward is currently not gritted. The local Member, County Councillor G. Howard, would like this to be added to the gritting route for safety reasons.
- A solution is still required to address the need for a bus stop in Park Road, Abergavenny near Tesco.

We resolved that the Highways Department / County Councillor S. Woodhouse raise these issues at the next meeting of the Strategic Transport Group.

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6. Engagement with Voluntary Sector Organisations - The Well-being Life Boat Project

We received an update by Marcia Burford regarding the Well-being Lifeboat Project.

In doing so, the Area Committee was informed that:

- The Project is a small group of professional therapists, counsellors, teachers, holistic therapists and creatives, giving their time to aid the well-being of the community.
- Four years ago, it had been identified that there was a lack of informal support for people in the community experiencing a variety of difficulties in their respective lives, which were impacting on their mental health.
- Monmouthshire County Council had provided a base for the organisation at Mardy Park Resource Centre, Abergavenny.
- Volunteers are not paid expenses. Services are free to ensure community inclusion.
- The Project provides counselling, Reiki, Reflexology, Holistic massage, Mindfulness, creative activities and support to access other agencies and community groups.
- There are economic, social, environmental, educational and cultural benefits being provided by the Project.

Having received the update, the following points were noted:

- The services being provided are for adults aged 18 and over.
- Next year, the project is hoping to provide a service for under 18 year olds.
- The Project has links with Public Health Wales and Mairdiffe Court Hospital.
- The Project covers the Monmouthshire Area.

We noted the update.

7. Mind Monmouthshire

We received an overview of the support being provided by Mind Monmouthshire. In doing so, the following information was noted:

- Mind Monmouthshire is an independent local Mental Health Charity formed over 40 years ago supporting the people of Monmouthshire, providing free quality services to those in need.

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- The charity has a partnership with National Mind, and gains good support, but is very much a local independent charity.
- The Charity is supported / funded by two main contracts namely, Monmouthshire Council's Supporting People division & Aneurin Bevan University Health Board (ABUHB).
- The offices and staff are based at Monk Street, Abergavenny and work across the County.
- The local charity delivers a wide range of free services which include: counselling, tenancy support, information advice and assistance, 1-1 recovery, psychoeducational / recovery courses, a walking group, campaigning, supported living, welfare rights support and the charity has recently started a farmers' project to support those in need.
- Funding via ABUHB, in the sum of £140,000 per annum, will not be renewed for the financial year 2020/21, which could result in the closure of some services being provided, going forward.
- The Farming Pilot Project ends in March 2020. However, numerous complex referral cases are currently being received.
- It was noted that ABUHB is under financial pressure. However, if the services of Mind Monmouthshire were reduced due to financial constraints, this would create a negative impact on those who require these vital services.
- Mind Monmouthshire was advised to write to the town and community councils within the County outlining their financial constraints as these councils are currently reviewing their precepts for 2020/21 and might be able to provide some financial support.
- Mind Monmouthshire has secured funding over the last two years providing much needed additional mental health and well-being support to secondary school pupils. Due to funding issues this service has now stopped. However, there is clearly a need for this service. Mind Monmouthshire has worked with King Henry VIII School to write a joint bid with a view to hopefully secure some funding.

We resolved:

- (i) that a representative of the Gwent Transformation Service be invited to attend a future meeting of the Area Committee to discuss mental health service provision within Monmouthshire, in particular, to receive an update on Gwent Transformation Projects and Children's mental health provision via the new Iceberg Programme.**

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- (ii) that Monmouthshire County Council's Scrutiny Manager be notified of the financial constraints that Mind Monmouthshire will be facing in the 2020/21 financial year and request that an invitation be extended to Mind Monmouthshire to attend a Select Committee meeting with a view to discussing this matter further.

8. Progress report by Team Abergavenny

We received and noted the report by Team Abergavenny on progress to date. However, the Area Committee did not discuss the report as the County Council had entered into the Pre-Election Period in respect of the forthcoming General Election on 12th December 2019 and it was considered that some of the content of the report might be construed as being politically sensitive during this period.

9. Update by North Monmouthshire Liaison Committee

We received and noted the report by the North Monmouthshire Liaison Committee.

10. Confirmation of Minutes

The minutes of the meeting of the North Monmouthshire Area Committee dated 25th September 2019 were confirmed and signed by the Chair subject to the following amendments:

Minute 1 – We elected County Councillor M. Powell as Chair.

Minute 8 – Abergavenny Town Council asked County Councillor Woodhouse to keep the Town Council updated regarding Abergavenny Railway Station.

11. Monmouthshire Scrutiny Work Programme

We received and noted the Scrutiny Work Programme.

12. Forward Planner for Cabinet and Council Business

We received and noted the forward planner for Cabinet and Council business.

13. North Monmouthshire Area Committee Work Programme

We received and noted the North Monmouthshire Area Committee future work programme. In doing so, the following item was added:

- that a representative of the Gwent Transformation Service be invited to attend a future meeting of the Area Committee to discuss mental health service provision within Monmouthshire, in particular, to receive an update on Gwent Transformation Projects and Children's mental health provision via the new Iceberg Programme.

MONMOUTHSHIRE COUNTY COUNCIL

**Minutes of the meeting of North Monmouthshire Area Committee held
at Little Mill Village Hall, Berthon Road, Little Mill, NP4 0HJ on Wednesday, 20th
November, 2019 at 1.00 pm**

14. Next Meeting

Wednesday 22nd January 2020 at 1.00pm.

The meeting ended at 2.45 pm.

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Monmouthshire's Scrutiny Forward Work Programme 2020-21

Adults Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
21 st January 2020 Extended Meeting	The Impact of Disabled Facilities Grant monies	Scrutiny of how the council is utilising Disabled Facilities Grants monies, developing an effective interface between housing and social care to achieve critical outcomes for service users.	Ian Bakewell	Policy Development/Performance Monitoring
	Adults social services performance reporting	Reporting of performance of Adults social services for 2019-20 (6 monthly)	Richard Jones Julie Boothroyd	Performance Monitoring
	Short Break			
	Budget Monitoring report - Month 7	Budget monitoring report for quarterly scrutiny.	Mark Howcroft	Budget Monitoring
	Scrutiny of the 2020/21 draft budget proposals	Scrutiny of the draft Capital and Revenue proposals for 2020-21 within the context of the 4 year Medium Term Financial Plan.	Peter Davies	Budget Scrutiny
Workshop TBC	Gypsy and Travellers Needs Assessment	Workshop on the findings of the assessment ahead of formal scrutiny.	Stephen Griffiths Ian Bakewell Mark Hand Rachel Lewis	Policy Development
Workshop March 2020 TBC	Workshop with Health Board on: <ul style="list-style-type: none"> Local Hospital and health service provision Joint Working 	<u>Workshop:</u> <ul style="list-style-type: none"> What will the service redesign look like? Raising public awareness of new services provision 'How can we engage with communities better? What are we doing well together to deliver a healthy Wales? What could we do better? 	Aneurin Bevan University Health Board	Collaborative Scrutiny

Monmouthshire's Scrutiny Forward Work Programme 2020-21

Adults Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
10 th March 2020	Gypsy and Travellers Needs Assessment	Scrutiny of the assessment ahead of Cabinet decision and submission to Welsh Government.	Stephen Griffiths Ian Bakewell	Policy Development
	Older Adults Inspection Report	Scrutiny of the report's findings and proposed actions.	Julie Boothroyd Eve Parkinson	Performance Monitoring
TBC	Mental Health Services (To be confirmed)	Joint scrutiny with Children and Young People's Select Committee.	ABUHB Julie Boothroyd Eve Parkinson	Policy Development/Performance Monitoring
21 st April 2020	Homesearch Allocations Review and Policy Amendments	To review the allocations policy.	Louise Corbett	Policy Development/Performance Monitoring
	Regional Homeless Strategy Update	An annual performance review.	Stephen Griffiths Ian Bakewell	Performance Monitoring

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Future Agreed Work Programme Items: Dates to be determined

- ✓ Community Development and Well-being ~ results of most significant change ~ possible workshop
- ✓ Market place for social care ~ better understanding of services, play space community staff, integrated workspace, hub services, Turning the world upside down. Housing element.
- ✓ Performance reporting (normal plus other things Homefirst)
- ✓ Annual Complaints Report for Social Services
- ✓ Housing register allocations policy ~ Nov/December
- ✓ Housing Support Grant ~ replaces the supporting people grant (children and communities grant ~ Sharran Lloyd) ~ how is the money used (homeless prevention ~ difficult places) ~ homelessness ~ late autumn (discussion with Sharran Lloyd)

Joint Scrutiny with Children and Young People's Select Committee:

Monmouthshire's Scrutiny Forward Work Programme 2020-21

- ✓ **Mental Health Capacity Act and Learning Disabilities ~ linked to implications of the DOLS (Deprivation Liberty Safeguards) Grant**
- ✓ **Adults Carers Strategy and Children and Young People's Carers Strategy.**
- ✓ **Safeguarding Performance Reporting and Progress of Regional Safeguarding Boards ~ Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015**
- ✓ **Regional Integrated Autism Service**
- Regional partnership boards and integrated care fund transformation funding and impact, risks associated with funding stream

Monmouthshire's Scrutiny Forward Work Programme 2020-21

Children and Young People's Select Committee					
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny	
28 th January 2020	Scrutiny of the 2020/21 draft budget proposals	Scrutiny of the draft Capital and Revenue proposals for 2020-21 within the context of the 4 year Medium Term Financial Plan.	Peter Davies	Budget Scrutiny	
	Children's social services performance reporting	Reporting of performance of Children's social services for 2019-20 (6 monthly)	Richard Jones Julie Boothroyd	Performance Monitoring	
	Short Break				
	Progress Update on Key Stage 4 Outcomes	Scrutiny of school performance at key stage 4.	Will Mclean	Performance Monitoring	
	Attainment Strategies	Discussion with Chepstow Comprehensive on their success strategies for improving the performance of pupils in receipt of free school meals. Discussion on the challenges of being a school on the periphery of the Wales.	Matthew Simms, Head teacher of Chepstow Comprehensive School	Policy Development	
	Budget Monitoring report - Month 7	Budget monitoring report for quarterly scrutiny.	Mark Howcroft	Budget Monitoring	
Special Meeting	Progress on Curriculum Reform	Update report on progress in delivering reform.	Will Mclean	Performance Monitoring	
31 st January 2020	Additional Learning Needs Update	Performance report on Additional Learning Needs Strategy.	Will Mclean	Performance Monitoring	
	EAS Business Plan		Will Mclean	Performance Monitoring	
	School Development Plan Outcomes		Will Mclean	Performance Monitoring	
17 th March 2020	Youth Offending Service Review	To consider the self-evaluation of the Youth Offending Service in response to the new National Standard.	Chick Chesney Jane Rodgers	Performance Monitoring	
28 th April 2020					

Monmouthshire's Scrutiny Forward Work Programme 2020-21

Schools items:

- **FSM performance** ~ Chair and Vice Chair to visit Chepstow Comp to discuss and report back to CYP – Will to arrange
- **Chair's School visits** ~ Ysgol Y Ffin
- **Chepstow Comp** (implications of Wyedean)
- **Welsh Medium Education ~ Welsh Education Strategic Plan** – annual update. New school in Monmouth.
- **Additional Learning Needs** and financial pressures
- **Inclusion updates** – wellbeing/attitudes to learning/supporting the pupil voice
- **Post 16 education provision/Apprenticeships/Engagement and progression**
- **EAS Business Plan 2020-2021 and the Professional Learning Offer 2020-2021 ~ 28th January 2020**
- **Looked After Children Grant** ~ schools input
- **New Curriculum Update and Pioneer schools ~ Primary and secondary to discuss from a school's perspective ~ November 2019**
- **National Categorisation/Estyn outcomes** -Progress towards addressing recommendations

Non-education issues:

- **Support for Foster Carers** ~ Edge of Care Team and BASE. Bringing in Foster Carers
- **Engage with the Youth Forum** ~ Discuss their priorities and key concerns
- **Young Carers Strategy Update**
- **Childcare sufficiency** – annual update
- **Well-being reporting (obesity, eating disorders etc)**
- **Family Support Services ~ Young People's Mental Health Support in Schools:** Chair to liaise with Chief Officer
- **Children with Complex Needs and play provision.**

Suggestions from the Chief Officer:

- **ADL Transformation** ~ new legislation and practice early next year. Regional leads to provide and input. Readiness assessments
- **Ongoing Transformation** between health board and regional partnership boards. Intermediate Care funding and supporting wellbeing needs.
- **Inclusion in schools (primary and secondary), Behaviour policy.** CAMS support ~ early presentation.
- **Risk areas, financial position and budgetary pressures, Schools Finance Forum work**
- **2 years' delivery plan for Children's Services** ~ understanding good practice and the significant drivers on schools and social services
- **Chief Officer Annual Reports and Corporate Parenting**

Monmouthshire's Scrutiny Forward Work Programme 2020-21

Economy Select Committee					
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny	
20 th January 2020 at 5pm	Local Development Plan WORKSHOP	Integrating Climate Emergency into LDP: <ul style="list-style-type: none"> Development location (linking in with the settlement sustainability hierarchy) Policy interventions (e.g. low carbon housing, solar panels on roofs, EV charging, broadband to reduce the need to commute, employment and housing). Future workshop inviting developers who have tried developing low or zero carbon to understand the successes and trials. 	Mark Hand	Policy Development Workshop	
Page 294	20 th January 2020	Scrutiny of the 2020/21 draft budget proposals	Scrutiny of the draft Capital and Revenue proposals for 2020-21 within the context of the 4 year Medium Term Financial Plan.	Peter Davies	Budget Scrutiny
		Budget Monitoring report - Month 7	Budget monitoring report for quarterly scrutiny.	Mark Howcroft	Performance Monitoring
24 th February 2020 at 5pm	Local Development Plan WORKSHOP 12	To discuss the Preferred Strategy (levels of growth and spatial distribution).	Mark Hand / Rachel Lewis	Policy Development	
27 th February 2020	(To be confirmed)				
23 rd March 2020 at 5pm	Local Development Plan WORKSHOP 13	Infrastructure Retail, A3 uses, future of High Streets	Mark Hand Rachel Lewis	Policy Development Workshop	
26 th March 2020	Local Development Plan Preferred Strategy	To discuss the Preferred Strategy (levels of growth and spatial distribution. Consideration of consultation responses.	Mark Hand / Rachel Lewis	Policy Development	

Monmouthshire's Scrutiny Forward Work Programme 2020-21

27 th April 2020 at 5pm	Local Development Plan WORKSHOP 14	Infrastructure Review of green wedges.	Mark Hand Rachel Lewis	Policy Development Workshop
May 2020 date to be confirmed	Local Development Plan WORKSHOP 15	Site allocations (residential, employment, tourism, renewable energy).	Mark Hand Rachel Lewis	Policy Development Workshop
June 2020 date to be confirmed	Local Development Plan WORKSHOP 16	Affordable housing 2 – with viability evidence	Mark Hand Rachel Lewis	Policy Development Workshop
September 2020 date to be confirmed	Local Development Plan WORKSHOP 17	Deposit Plan Member workshop	Mark Hand Rachel Lewis	Policy Development Workshop

Future Meeting Items: Agreed Scrutiny Focus for 2018-19

- **Affordable housing, transport and the LDP**
- **Tourism and enterprise**
- **ICT in Schools** ~ scrutinise jointly with CYP Select ~ Post Evaluation Review to return. Joint scrutiny of the outcomes for young people: Implementing the technology → delivering the teaching and learning → digital attainment levels.
- Marketing Monmouthshire for Business ~ potential workshop
- **Business and Enterprise Strategy**
- **Asset Investment Strategy and progress of projects**
- **Committee Engagement with businesses.**
- **Local Development Plan Progress Update ~ July 2020**

Monmouthshire's Scrutiny Forward Work Programme 2020-21

Strong Communities Select Committee					
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny	
23 rd January 2020	Rights of Way Improvement Plan	Pre-decision scrutiny on the final plan ~ following the assessment stage, there will be a formal review, preparation of a draft plan, formal consultation prior to decision.	Matthew Lewis	Pre-decision Scrutiny	
	Wye Valley AONB Management Plan	Scrutiny of the draft plan prior to adoption.	Matthew Lewis	Consultation	
	Short Break				
	Scrutiny of the 2020/21 draft budget proposals	Scrutiny of the draft Capital and Revenue proposals for 2020-21 within the context of the 4 year Medium Term Financial Plan.	Peter Davies	Budget Scrutiny	
	Budget Monitoring report - Month 7	Budget monitoring report for quarterly scrutiny.	Mark Howcroft	Budget Monitoring	
February 2020 TBC Workshop with Economy and Development	Car Parking Proposals	To engage members in the Car Parking Strategy and to consider initial ideas.	Mark Hand	Policy Development	
Special Meeting February 2020 TBC	Strategic Equality Plan	Scrutiny of the Council's performance in delivery of the Strategic Equality Plan via an annual monitoring report for (2018 – 2019)	Alan Burkitt	Performance Monitoring	
	The New Strategic Equality Plan	Pre-decision scrutiny of the Council's new Strategic Equality plan prior to adoption by Council on 5 th March 2020.	Alan Burkitt	Pre-decision Scrutiny	
12th March 2020 Invite Economy and Development Members	Car Parking Strategy and Proposals	<ul style="list-style-type: none"> • Endorsement of the Car Parking Strategy • Consideration of Car Parking Charging Options 	Mark Hand	Pre-decision Scrutiny	
	Public Toilet Progress	Progress report on the implementation of the Public Toilet Strategy and action plan.	David Jones Roger Hoggins	Performance Monitoring	

Monmouthshire's Scrutiny Forward Work Programme 2020-21

Strong Communities Select Committee				
Meeting Date	Subject	Purpose of Scrutiny	Responsibility	Type of Scrutiny
23 rd April 2020	Tackling Poverty	Scrutiny of the Council's Tackling Poverty Action Plan following the recent Wales Audit Office Review.	Cath Fallon Matthew Gatehouse Cabinet Member Councillor Sara Jones	Performance Monitoring
	Hubs / Contact Centre / Customer Service	Performance report requested.	Matthew Gatehouse	Performance Monitoring
May 2020	Public Protection Performance Update	Annual scrutiny of the performance of the service and risks.	David Jones	Performance Monitoring

Future Agreed Work Programme Items: Dates to be determined

- × Street Furniture policy
- × SEP Annual Monitoring Report 9 (2019 – 2020) ~ June 2020
- × Welsh Language Annual Monitoring Report (2019 – 2020) ~ June 2020
- × Annual monitoring of Public Protection in May, a half year exception report, highlighting any gaps in service delivery, to be scheduled in November of each year.
- × Registrars Service ~ annual monitoring in May
- × Air Pollution Monitoring Report ~ Multiple departments – Autumn
- × Social Justice Policy update
- × Open Space Review ~ review of open spaces and the prioritisation and management of highways ~ strategic review rather than operational.
- × Civil Parking Enforcement ~ members seminar in Autumn
- × Welsh Language Report ~ return of data
- × Cremations and Burials ~ 3 Members to investigate/report back. Social issues and financial.

Emerging issues/topics to be raised with the committee before inclusion ~ some reports to be received by email for comment rather than in-depth scrutiny

Cabinet, Council and Individual Cabinet Member Decisions (ICMD) Forward Plan

Monmouthshire County Council is required to publish a forward plan of all key decisions to be taken. Council and Cabinet items will only be considered for decision if they have been included on the planner no later than the month preceding the meeting, unless the item is considered urgent.

Committee / Decision Maker	Meeting date / Decision due	Subject	Purpose	Author	Date item added to the planner	Date item originally scheduled for decision
Council	14/05/2020	LDP Preferred Strategy	Endorsement of final preferred strategy	Mark Hand	19/09/19	
Cabinet	03/06/20	Budget Monitoring report - month 12 (period3) - outturn	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2019/20 financial year	Mark Howcroft	18/04/19	
Cabinet	01/04/20	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2019/20, meeting 9 held on 5th March 2020.	Dave Jarrett	18/04/19	
Council	05/03/20	Strategic Equality Plan		Alan Burkitt	26/09/19	
Council	05/03/20	Council Tax Resolution	To set budget and Council Tax	Ruth Donovan	18/04/19	
Council	05/03/20	Constitution Review		Matt Phillips	14/08/19	
Cabinet	04/03/20	Budget Monitoring report month 10		Mark Howcroft	18/04/19	
Cabinet	04/03/20	2019/20 Education and Welsh Church Trust Funds Investment and Fund Strategies	The purpose of this report is to present to Cabinet for approval the 2019/20 Investment and Fund Strategy for Trust Funds for which the Authority acts as sole or custodian trustee for adoption and to approve the 2018/19 grant allocation to Local Authority beneficiaries of the Welsh Church Fund	Dave Jarrett	18/04/19	

Cabinet	19/02/20	Consideration of Final Revenue and Capital Budget Proposals		Peter Davies	03/10/19	
Cabinet	12/02/20	Strategic Review of Outdoor Education		Marie Bartlett	18/10/20	
Cabinet	12/02/20	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2019/20, meeting 8 held on 23rd January 2020.	Dave Jarrett	18/04/19	
Council	16/01/20	Council Tax Reduction Scheme		Ruth Donovan	18/04/19	
Council	16/01/20	Mid Term Review of the Corporate Plan		Peter Davies	26/09/19	
Council	16/01/20	Local Development Plan Preferred Strategy		Mark Hand	06/09/19	
Council	16/01/20	Constitution Review		Matt Phillips	14/08/19	
Council	16/01/20	Safeguarding - Annual Report to Council		Jane Rodgers	20/06/19	
Council	16/01/20	Proposed Development Company		Deb Hill-Howells	16/09/19	

ICMD	29/01/20	Various roads, county wide Amendment No. 1 of consolidation order 2019 (part 2)		Paul Keeble	13/01/20	
ICMD	15/01/20	Archaeology Planning Advice	Adoption post-guidance	Mark Hand	19/09/19	
ICMD	15/01/20	SPG S106 guidance note	To clarify how S106 contributions are calculated	Mark Hand	01/05/19	
Cabinet	08/01/20	Ethical Employment code of practice - Approval Paper Draft		Scott James	08/11/19	
Cabinet	08/01/20	Rights of Way Improvement Plan (ROWIP) review/ Policy Statement - Results of statutory consultation and proposed Final Plan	To seek approval of the Review of the ROWIP and associated policies	Matt Lewis	18/07/19	
Cabinet	08/01/20	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2019/20, meeting 7 held on 5th December 2019	Dave Jarrett	18/04/19	
Cabinet	08/01/20	Budget Monitoring report - month 7 (period 2)	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2019/20 financial year.	Mark Howcroft	18/04/19	
Cabinet	08/01/20	Redundancy implications within MonLife		Marie Bartlett	07/11/20	
Cabinet	08/01/20	Homelessness Report		Deb Hill-Howells	07/11/19	
Cabinet	08/01/20	Primary School Places Reiview in Caldicot		Matthew Jones	02/10/19	

Cabinet	20/12/19	ARUP Report		Cath Fallon	07/11/19	
Cabinet	20/12/19	Draft Revenue and Capital Budget Proposals		Peter Davies	26/09/19	
Cabinet	20/12/19	Tree management Strategy Update		Carl Touhig	16/09/19	
Cabinet	20/12/19	Green Infrastructure Strategy	To approve the Green Infrastructure Strategy	Matt Lewis	18/07/19	
Cabinet	20/12/19	Road Safety Strategy		Frances O'Brien	16/09/19	
Cabinet	20/12/19	Home to School Transport Policy		Frances O'Brien	16/09/19	
Cabinet	20/12/19	Long Term Household Recycling		Carl Touhig	29/01/19	
Cabinet	20/12/19	Statutory consultation to establish a new Welsh Medium Primary School in Monmouth		Debbie Morgan	15/08/19	
IMCD	18/12/19	Council Tax Base 2020/21 and associated matters	To agree the Council Tax Base figure for submission to the Welsh Government, together with the collection rate to be applied for 2020/21 and to make other necessary related statutory decisions	Sue Deacy/Ruth Donovan	18/04/19	

ICMD	18/12/19	SPG Landscape	To provide guidance on landscape character to inform planning decisions	Mark Hand/Amy Longford	02/05/19	
ICMD	18/12/19	SPG archaeology	To identify three new Archaeologically Sensitive Areas	Mark Hand/Amy Longford	01/05/19	
ICMD	27/11/19	Museum Review	To seek agreement to implement a staffing restructure and new public opening hours following a review of the Museums Service	Matthew Lewis		
ICMD	27/11/19	Infill SPG		Phil Thomas	06/11/19	
ICMD	27/11/19	Structure Change - Outdorr Education Service		Ian Saunders	08/11/19	
ICMD	27/11/19	Strategic Lead for Youth Enterprise & Skills		Cath Fallon	06/11/19	ITEM WITHDRAWN
ICMD	27/11/19	New Posts within MonLife		Marie Bartlett	01/11/19	ITEM WITHDRAWN
ICMD	27/11/19	LANDSCAPE SPG		Andrew Nevill	31/10/19	
ICMD	27/11/19	Sale of land at Llanvair Discoed for use as garden land'	To seek consent to dispose of two sections of land in Llanvair Discoed to current occupiers for use as garden land'	Gareth King/Cllr P Murphy	31/10/19	
ICMD	27/11/19	Infill Development Supplementary Planning Guidance	For adoption post-consultation	Mark Hand	19/09/19	

ICMD	13/11/19	CYP staffing structure – ALN Team		Nikki Wellington		
ICMD	13/11/19	MONLIFE AMENDMENTS TO TEAM CONFIGURATIONS		Marie Bartlett		
Cabinet	06/11/19	Climate Emergency Action Plan	Deferred	Matt Gatehouse	16/09/19	
Cabinet	06/11/19	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2019/20, meeting 5 held on 19th September 2019 and meeting 6 held on 24th October 2019	Dave Jarrett	18/04/19	
Cabinet	06/11/19	Section 106 Funding – The Hill, Abergavenny		Mike Moran	20/02/19	
Cabinet	06/11/19	Caldicot Leisure Centre		Ian Saunders	16/09/19	
Cabinet	06/11/19	Economic Growth		Cath Fallon	16/09/19	
Cabinet	06/11/19	Section 106 Funding – Penperlleni		Mike Moran	20/02/19	
Cabinet	06/11/19	Croesonen S106 Off-Site Recreation Funding		Mike Moran	30/09/19	
Cabinet	06/11/19	Monmouth S106 Off-Site Recreation Funding		Mike Moran	30/09/19	

Council	24/10/19	Corporate Parenting Annual Report		Jane Rodgers	28/08/19	
Council	24/10/19	Re-appointment of Monmouthshire Local Access Forum	To secure the appointment of members to the Monmouthshire Local Access Forum (LAF) for its next 3 year period	Matt Lewis	18/07/19	
Council	24/10/19	Change to Terms of Reference of PSB Select	To approve a wider remit for the PSB Select Committee to enable it to focus on broader public service activity within Monmouthshire	Hazel Ilett	01/08/19	
Council	24/10/19	National Development Framework		Mark Hand	06/09/19	
Council	24/10/19	Modern Day Slavery & Exploitation Protocol		Dave Jones	11/09/19	
ICMD	23/10/19	Museums - Collections rationalisation	Cllr Paul Jordan	Rachael Rogers	07/08/19	
ICMD	23/10/19	SPG S106 guidance note	To clarify how S106 contributions are calculated	Mark Hand	01/05/19	deferred to 27/11/19
ICMD	09/10/19	VARIOUS ROADS, COUNTY WIDE AMENDMENT NO.1 OF CONSOLIDATION ORDER 2019		Paul Keeble	20/09/19	
ICMD	09/10/19	Archaeology Planning Advice	Endorsement to consult on this advice note, which includes designating new Archaeologically sensitive Areas	Mark Hand	19/09/19	
ICMD	09/10/19	Planning Report		Rachel Lewis	11/09/19	

ICMD	09/10/19	Planning Services - Annual Performance Report 2018/19		Phil Thomas	11/09/19	
Council	19/09/19	Capital Strategy Approval		Mark Howcroft	09/08/19	
Council	19/09/19	Rights of Way Orders Decision Making	To review rights of way order decision making and remove the need for objected public rights of way Section 53 Wildlife and Countryside Act and 1980 Highway Act applications to be approved by ICMD	Matt Lewis	18/07/19	
Council	19/09/19	MCC Audited Accounts and ISA 260	To notify Council of completed Audit process and resultant accounts - To go to Audit Committee	Mark Howcroft	18/04/19	
Council	19/09/19	SE Wales Strategic Development Plan		Mark Hand	18/06/19	
Council	19/09/19	Corporate Plan Annual Report		Richard Jones	19/06/19	
Council	19/09/19	Director of Social Services Annual Report		Julie Boothroyd	04/06/19	
Council	19/09/19	MonLife		Tracey Thomas	03/05/19	
Cabinet	18/09/19	Decision on the closure of Mounton House School	Special Meeting	Matthew Lewis	20/05/19	
Cabinet	18/09/19	VAT Management arrangements		Peter Davies	08/08/19	

Cabinet	18/09/19	MTFP and Budget Process	To outline the context and process within which the MTFP over the next 4 years and the budget will be developed.	Mark Howcroft	18/04/19	
ICMD	11/09/19	Proposed acquisition of MOD railway line.		Deb Hill Howells/ P Murphy	222/08/19	
ICMD	11/09/19	Property Appreciation	Equity Release Scheme	Ian Bakewell	07/08/19	
ICMD	11/09/19	SPG Landscape	To provide guidance on landscape character to inform planning decisions	Mark Hand/Amy Longford	02/05/19	WITHDRAWN
ICMD	11/09/19	Skills @ Work Programme	To seek approval for Monmouthshire's approach to delivering this pan-Wales, fully funded, scheme designed to enhance skills and increase productivity in the workplace, providing opportunities for employers in all sectors to gain accredited qualifications for their workforce	Richard Drinkwater/Nikki Jones	05/08/19	
ICMD	11/09/19	SPG archaeology	To identify three new Archaeologically Sensitive Areas	Mark Hand/Amy Longford	01/05/19	WITHDRAWN
ICMD	11/09/19	Sale of land for Garden use Llanfair Discoed	To seek consent for the sale of the section of the land at Llanfair Discoed to the existing leaseholder for use as garden land.	Gareth King/Cllr P Murphy	08/08/19	
Cabinet	04/09/19	Public Services Ombudsman Annual Report		Paul Matthews	07/08/19	
Cabinet	04/09/19	Sec 106 Funding; Countryside Sites	To seek approval for section 106 expenditure on various countryside sites	Matthew Lewis	18/07/19	
Cabinet	04/09/19	Digital Infrastructure Action Plan		Cath Fallon	01/04/19	

Cabinet	04/09/19	Windows 10 Laptop Replacement	This report seeks funding for the replacement or upgrade of workplace laptop stocks, bringing them up to a minimum of Windows 10 operating system and meeting our ICT security requirements	Sian Hayward	01/08/19	
Cabinet	04/09/19	Digital Infrastructure Action Plan		Cath Fallon	08/05/19	
Cabinet	04/09/19	School Partnership Agreement		Cath Sheen	01/07/19	
Cabinet	04/09/19	Restructure of Resources Directorate	deferred	Peter Davies	07/06/19	
Cabinet	04/09/19	Brexit Preparedness		Cath Fallon		
ICMD	21/08/19	Modern Day Slavery and Exploitation Protocol'		David Jones	01/08/19	
ICMD	21/08/19	Insourcing of Engineering Design Service	DEFERRED	Paul Keeble	01/08/19	
ICMD	21/08/19	MonLife - Learning Staffing Establishment	To approve an adjustment to the staffing establishment in order to provide business support to the MonLife Learning Manager to deliver additional courses to a range of groups and individuals	Matt Lewis	18/07/19	
ICMD	07/08/19	EMERGENCY PLANNING – BUSINESS CONTINUITY MANAGEMENT POLICY STATEMENT .		Julia Detheridge	10/07/19	
ICMD	07/08/19	Collaborative Heritage Services Provision		Amy Longford		

ICMD	07/08/19	Rural Landscape Development Officer	DEFERRED	Desiree Mansfield	03/07/19	
ICMD	07/08/19	Collaborative Heritage Services		Amy Longford	11/07/19	
Cabinet	31/07/19	SPG Affordable Housing commuted sums pre consultation	To revise guidance on affordable housing contributions, specifically to amend when commuted sums are required on small scale developments	mark Hand	01/05/19	
Cabinet	31/07/19	Apprentice, Graduate and Intern Strategy		Hannah Jones	07/06/19	
Cabinet	31/07/19	Restructure of Enterprise Directorate		Frances O'Brien	07/06/19	
Cabinet	31/07/19	Section 106 monies concerning Gilwern Primary School		Matthew Jones	12/07/19	
Cabinet	31/07/19	2. Section 106 monies concerning Ysgol Gymraeg Y Fenni		Matthew Jones	12/07/19	
Cabinet	31/07/19	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2019/20, meeting 4 held on 18th July 2019	Dave Jarrett	18/04/19	
Cabinet	31/07/19	Budget Monitoring report - month 2 (period 1)	The purpose of this report is to provide Members with information on the forecast outturn position of the Authority at end of month reporting for 2019/20 financial year.	Mark Howcroft	18/04/19	
ICMD	24/07/19	Proposed disposal of land and foul drainage easement' to Edenstone Homes at Penlanlas Farm, Old Hereford Road, Abergavenny.	Cllr P Murphy	Ben Thorpe	20/06/19	

ICMD	24/07/19	The expansion of the Shared Service to include Revenues		Ruth Donovan	18/06/19	
ICMD	24/07/19	The Social Housing Grant Programme		Louise Corbett	02/05/19	deferred
ICMD	24/07/19	SPG S106 guidance note	To clarify how S106 contributions are calculated	Mark Hand	01/05/19	deferred
ICMD	24/07/19	SPG Infill Development	To provide planning guidance for dealing with infill and backland development	Mark Hand/David Wong	01/05/19	
Council	18/07/19	Statement of Accounts	The purpose of this report is to volunteer a pilot change in the approval process for Statement of Accounts, recognising earlier publication deadlines are not conducive with existing meeting cycles.	Mark Howcroft	09/07/19	
Council	18/07/19	Audit Committee Annual Report		Phillip White	10/06/19	
ICMD	10/07/19	Proposed disposal of land and foul drainage easement' to Edenstone Homes at Penlanlas Farm, Old Hereford Road, Abergavenny.	Cllr P Murphy	Ben Thorpe	20/06/19	
ICMD	10/07/19	PTU Structure		John McConnachie		
ICMD	10/07/19	Collections Review		Rachael Rogers	27/03/19	
Cabinet	03/07/19	Replacement LDP Issues, Vision and Objectives		Rachel Lewis	11/06/19	

Cabinet	03/07/19	Social Justice Strategy Annual Update		Cath Fallon	08/05/19	
Cabinet	03/07/19	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2019/20, meeting 1 & 3 held on 11th April and 20th June 2019	Dave Jarrett	18/04/19	
Cabinet	03/07/19	LDP Growth Options	From ICMD	Mark Hand	01/05/19	
Cabinet	03/07/19	Guaranteed Interview Scheme for Service Leavers, Veterans and Spouses		Joe Skidmore	07/06/19	
ICMD	26/06/19	Training/PTU Structure		John McConnacie	14/05/19	
ICMD	26/06/19	SWTRA agreement signature - May 19	Jane Pratt	Roger Hoggins	04/06/19	
ICMD	26/06/19	Household Waste Duty of Care Fixed Penalty Notices	Sara Jones	Huw Owen	04/06/19	
ICMD	26/06/19	LDP Growth Options	Going to Cabinet 3 July	Mark Hand	01/05/19	
ICMD	12/06/19	PROPOSED 30 MPH SPEED LIMIT STATION ROAD AND OLD TRAP ROAD, GILWERN	DEFERRED PENDING FURTHER WORK ON COSTINGS	Paul Keeble	02/05/19	
ICMD	12/06/19	Interim arrangements - transfer of the GIS from SRS	to outline the interim arrangements for provision of the GIS function in collaboration with Newport City Council	Sian Hayward	16/05/19	

ICMD	12/06/19	Non Domestic Rates application for hardship relief	To determine whether it is appropriate to give discretionary rate relief on the grounds of hardship to a ratepayer in Monmouth town	Ruth Donovan	23/05/19	
ICMD	12/06/19	Structural Changes in Policy and Governance Section		Matt Gatehouse/P Jordan	02/05/19	
ICMD	12/06/19	Volunteering Update	DEFERRED	Cath Fallon	08/05/19	
ICMD	12/06/19	Eco-Flexi Statement of Intent	To scrutinise the Council's "Statement of Intent" regarding access to Energy Company	Steve Griffiths	01/05/19	
ICMD	12/06/19	Training/PTU Structure	DEFERRED TO 26/6	John McConnacie/Bryan Jones	14/05/19	
ICMD	12/06/19	Monmouthshire Local Toilet Strategy	From Cabinet Planner	Dave Jones	21/05/19	
Cabinet	05/06/19	Welsh Church Fund Working Group	The purpose of this report is to make recommendations to Cabinet on the Schedule of Applications 2019/20, meeting 2 held on 16th May 2019	Dave Jarrett	18/04/19	
Cabinet	05/06/19	Revenue and Capital Monitoring Outturn	To provide Members with information on the outturn position of the Authority for the financial year	Mark Howcroft	18/04/19	
Cabinet	05/06/19	Local Toilet Strategy		Dave Jones	06/03/19	
Cabinet	05/06/19	Section 106 funding – Forensic Science Laboratory Site, Chepstow		Mike Moran	20/02/19	

Cabinet	05/06/19	LDP Issues, Objectives & Vision		Mark Hand		
ICMD	22/05/19	SWTRA Agreement - Singature & Seal		Roger Hoggins	02/05/19	
ICMD	22/05/19	APPEARANCE OF LOCAL AUTHORITIES IN LEGAL PROCEEDINGS		Matt Phillips/ Paul Jordan	30/04/19	
ICMD	22/05/19	(ENRaW) Funding: Gwent Green Grid Partnership		Matthew Lewis	24/04/19	
ICMD	22/05/19	PROPOSED PROHIBITION OF WAITING AT ANY TIME, NEWTOWN ROAD, PENPERLLEN.		Paul Keeble	18/04/19	
ICMD	22/05/19	PROPOSED PROHIBITION OF WAITING AT SPECIFIED TIMES ONLY, LAUNDRY PLACE, ABERGAVENNY		Paul Keeble	18/04/19	
Council	16/05/19	Chief Officer CYP Annual Report		Will Mclean	26/03/19	
Council	16/05/19	Proposed Off-Road Cycling Centre, Llanfoist		Mike Moran	20/02/19	
Council	16/05/19	Speed Management		Roger Hoggins	29/01/19	
ICMD	08/05/19	Delivering Excellence in Children's Service: Establishment update in line with setting the structure for 2019/20.	To establish a fit for purpose structure for Children's Services for the forthcoming financial year of 2019/2020 and beyond.	Jane Rodgers	17/04/19	

ICMD	08/05/19	Museum Service Interim Reduction in hours		Matt Lewis	11/04/19	
Cabinet	01/05/19	Cabinet to agree to commence statutory consultation to open a new Welsh Medium Primary School in Monmouth.	Deferred to ?	Debbie Morgan	05/03/19	
Cabinet	01/05/19	Recruitment & Selection Policy		Sally Thomas	26/02/19	
Cabinet	01/05/19	Play Sufficiency Audit and Action Plan 2019		Mike Moran	20/02/19	
Cabinet	01/05/19	Proposed changes to the membership of the school budget finance forum	This paper is to propose changing the membership of the school budget forum to allow wider representation	Nikki Wellington	15/02/19	

ITEM	BACKGROUND DETAIL	REPORTING ARRANGEMENTS
<p>Standard Items:</p> <p>Team Abergavenny</p> <p>Cabinet / Scrutiny Work Plans</p> <p>Strategic Transport Group</p> <p>Development of the Wellbeing Plan and Active Citizenship</p> <p>Voluntary Sector Organisations</p> <p>North Monmouthshire Liaison Committee</p>	<p>To receive an update report on progress to date. (Hugh Candler / Peter John).</p> <p>To receive the work plans.</p> <p>To receive an update on progress from County Councillor S. Woodhouse (Area Committee’s representative on the Strategic Transport Group).</p> <p>To receive an update specific to the North Monmouthshire area.</p> <p>Invite voluntary sector organisations in Abergavenny to provide the Area Committee with information on what they do.</p> <p>To receive an update by the North Monmouthshire Liaison Committee.</p>	<p>Standard agenda item</p> <p>Standard agenda item</p> <p>Standard agenda item</p> <p>Standard agenda item (25th March 2020)</p> <p>Standard agenda item (25th March 2020)</p> <p>Standard agenda item</p>
<p>New Work Programme Items:</p> <p>Children’s Mental Health (Iceberg Programme)</p>	<p>Update by Emily Warren, Transformation Team - Aneurin Bevan University Health Board.</p>	<p>22nd January 2020</p>

MCC Budget 2020/21	consultation on draft budget proposals 2020/21.	22 nd January 2020
Local Development Plan (LDP)	Consultation on the LDP preferred Strategy.	25 th March 2020
Natural Resources Wales (NRW)	Invite a representative from NRW to outline what it is doing for the North of the County due to concerns raised at the lack of NRW resources.	25 th March 2020