

## Economy and Development Select Committee: Individual mandates for Pressures and Savings

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 – 19<sup>th</sup> 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 – 19<sup>th</sup> 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		

2. 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 <u>Corporate Plan</u> ?	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.

3. **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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#### 4. 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.

#### 5. 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.

#### 6. 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)

#### 7. 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

## 8. 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.

## 9. 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

## 10. 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.

## 11. 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 <a href="#">Corporate Plan</a> ?	Y	<b>Additional income to support other services areas</b>
Has this proposal been included in your current Service/Business Improvement Plans?	N	<b>To be incorporated in 2020/21</b>
Has a Future Generation Evaluation been commenced?	Y	
How will this proposal address MCC's Climate Emergency commitment.?		<b>No adverse impact</b>
Is an Option Appraisal required?  (Please refer to MCC Standard Option Appraisal Process/Template)	N	<b>N/A</b>
Will this proposal require any amendments to MCC policy?	N	<b>N/A</b>

**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?		<b>The savings/ increased charges will support existing levels of staff required to deliver the services</b>
Will this project have any legal implication for the authority?		<b>None</b>

**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: 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  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

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### 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 Mgmt System		Without Ass Mgmt 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	<b>New IT asset management system</b>

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

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 <a href="#">Corporate Plan</a> ?	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 optimisation is employed passengers may need to travel at different times	Medium	Early engagement and implementing better ways for users to book the services (e.g. on line booking not just through the contact centre).

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
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## 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 <sup>th</sup> 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

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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 20<sup>th</sup> 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 EFFICIENCES 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 <a href="#">Corporate Plan</a> ?	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><b>Additional Comments:</b></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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		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	<b>Only the RBF proposal requires funding. This will be achieved through the revenue projected savings. No external funding needed or considered.</b>																								
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><b>Additional Comment:</b> 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><b>Main Risks</b></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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5	BGCBC	BGCBC will be the customer in this proposal and we will need to understand their needs	Operational engagement with adjacent authority only.																											
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><b>Additional Comments:</b></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"> <li>n/a</li> <li>comparison of presalting in 19/20 and ongoing this season</li> <li>hire / purchase cost assessments</li> <li>staff saving through more effective use of team</li> </ol>																												

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;"> <b>Additional Comment:</b> </div>	Ref	Support Service	Activity	Internal/External	1	no			2	no			3	no			4	no			5	no										
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Will this proposal impact on the authorities built assets?	N	<b>No, but operations Capital worth through revenue investment in equipment will increase marginally.</b>																																
Will this proposal present any collaboration opportunities?	Y	<b>BGCBC AND POTENTIAL TO EXPAND</b>																																
Will this project benefit from digital intervention?	N	<b>No digital intervention is required</b>																																
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 <a href="#">Corporate Plan</a> ?	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	



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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><b>Additional Comment:</b></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><b>Main Risks</b></p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> </table>	Ref	Risk	RAG Rating	Mitigation																
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<p><a href="#">(Please refer to MCC Strategic Risk Management Policy)</a></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> <p><b>Additional Comment:</b></p>	1				2				3				4				5				6											
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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
<b>ENTERPRISE DIRECTORATE</b>					
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	
		£130 - New Address per property	0%		
		£Varies – Multiple Plot/Properties	0%		
	Highways Inspection Fees/278 fees/external	Various	2.5%	1,945	
	Dropped Kerbs	£130.00	4%	220	
	Land Search Income	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.
		£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 Sunday tariff first 2 hours free then £1 for the remainder of the day	0%	0	

		£25/£50 – Low Contravention Fee £35/£70 - High Contravention Fee	0%	0	Part of overall pressure mandate - income budgets are unachievable
		£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	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.
Cleaning			2.5%		
Waste	Sale of Garden Bags to residents	£18 per bag	0%	0	Reduction in period of bags collected (No 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	23%	0	Businesses will use a glass box instead of the red and purple recycle bags so different stream of income not additional stream of income
				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. Existing budget remains the same to match the forecast.
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 identified as part of savings
	Development Control	Various	1.5%	0	
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.
<b>Sub-Total ENTERPRISE</b>				<b>48,617</b>	



Proposal Title	Social Care and Health Fees & Charges 2020/21 (inc Public Protection)	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)

2. **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)

3. **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	

**4. 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

**5. 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	

**6. 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

**7. 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)

**8. 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)

**9. 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

**10. 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

**11. 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.

**12. 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
<b>SOCIAL CARE &amp; HEALTH DIRECTORATE</b>					
<b>ADULT SERVICES</b>					
<b>Community Meals</b>	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	-	
<b>Public Health</b>	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	-	

	<b>Local Authority Pollution, Prevention and Control</b>				
	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.			
<b>Trading Standards.</b>	Licences	Inflationary increases based on CPI of 1.7% as at end of September 2019	1.7%		86
	Fee Income		1.7%		164
	<b>Animal Licences</b>				
	Boarding Establishment				128
	Dog Breeding				128
	Home Boarding				61
	Dangerous Wild Animals				163
	Pet Shop				89

	<b>Explosive Licences</b>				
	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		
	<b>Weights &amp; Measures</b>				
	Fee per TSO		64		
	Fee per TO		38		
<b>Licensing</b>	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				
<b>Registrars</b>				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			
	<b>SUB TOTAL SOCIAL CARE &amp; PUBLIC PROTECTION</b>			<b>189,209</b>	