

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Additional Learning Needs	Senior Responsible Officer:	Will Mclean
Your Ref No:	CYP1	Operational Lead Officer:	Jacky Elias
Version No:	0.1	Directorate:	CYP
Date:	27-11-20	Section:	ALN

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

1. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

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:

- £58,000 for placements in independent schools
- £130,000 for placements in other Local Authority schools
- £495,000 for supporting pupils in Monmouthshire schools.
- £304,000 Recoupment income for Mounon House
- -£252,000 Increase in Recoupment income for pupils attending our mainstream schools.

The pressure for independent school is a combination of both increase in placement costs and the number of pupil attending these settings. While the majority relates to the compulsory years there are a number of pupils that have remained in post 16 education.

Placement costs for other Local Authority schools have also increased and again this pressure relates to both pupil numbers and an increase in costs. As with the independent provision a number of these pupils are remaining in school for post 16 education.

ALN colleagues have worked with Monmouthshire 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

Mounon House closed on the 31st August 2020, the £304,000 relates to the loss of recoupment due to the closure, however this is offset by the increased number of pupils attending our mainstream schools from out of county and therefore the net pressure for recoupment income is £52,000.

2. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

The pupil number are discussed monthly at DMT, all increases in placement costs are circulated to relevant colleagues to review and build into future forecasts. In addition to this a clear forecasting model is being developed which will allow all known costs to be rolled forward over the term of the MTFP to allow a clear indication of costs.

3. **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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
Independent Schools	£1,682,873	£58,000	0	£58,000				£1,740,873
Other LA's	£1,519,137	£130,000	0	£130,000				£1,649,137
Monmouthshire Schools	£1,177,252	£495,000	0	£495,000				£1,672,252
Recoupment Income	(£982,190)	£304,000	(£252,000)	£52,000				(£930,190)

4. **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)

5. **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 an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

6. **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?

None		

7. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

All applications for additional funding in our schools are subject to a panel review to discuss the costs and any alternative savings that can be made to reduce the costs burden.

Panels also consider the placements for pupils attending out of other Local Authority schools and independent schools. This is to ensure that the placements can meet the need of the pupils and to consider any costs involved.

8. 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	

9. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)
None		

11. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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.

12. Assumptions

Describe any key 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

13. 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

14. 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	

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Early Years and Education Psychology	Senior Responsible Officer:	Will Mclean
Your Ref No:	CYP2	Operational Lead Officer:	Jacky Elias / Sharon Randall-Smith
Version No:	0.1	Directorate:	CYP
Date:	08/01/21	Section:	ALN / EY

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

15. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

This proposal is to fund additional posts to support the new responsibilities in the ALN and Education Tribunal Act which comes into force in September 2021. The funding is for a new 0.5 FT teacher for early years and an Educational Psychologist.

These post will support schools in the early identification of children and pupils with additional learning needs and recommend the support required to ensure that children and pupils can meet their full potential.

In addition to this the posts will provide outreach training to enhance the provision across our settings and schools alongside providing wellbeing support to schools.

The roles will be a vital support in delivering the new responsibilities outlined in the new ALN and Education Tribunal Act.

16. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

**ALN and Education Tribunal Act
Statements and evidence from schools of increasing numbers of children with complex additional needs.
Statements and evidence from early year settings
Staffing structures.
Increase in the number of Early Years children with ALN identified in settings**

17. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
Education Psychology	306,903	74,387	0	0	74,387	0	0	381,290

Early Years	193,003	20,852	0	0	20,852	0	0	213,855

18. 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)

19. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

20. 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?
None		

21. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

All staffing structures have been reviewed to asses if any existing staff can be redeployed but as the ALN And Education Tribunal Act brings significant additional responsibilities for Local Authorities there is a requirement to increase staffing to carry out these statutory duties.

22. Additional Considerations:

Question	Y/N	Comments/Impact

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

23. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)
DMT	Proposed plans discussed and agreed.	Autumn 2020
Consultation with existing staff	To ensure staff are clear on the proposals	On-going

25. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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 that the staff with the right skill set cannot be recruited	Operational	The ALN act is placing additional responsibilities on all LA and therefore staff with these skills will be at a premium	Medium	Recruiting early. Competitive and attractive Job description.

26. Assumptions

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

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

27. 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
Process	Fulfilment of the additional responsibilities		Initial review of responsibilities	Full assessment of roles against the requirement of the act.	

28. 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	

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Various accounting budgetary adjustments	Senior Responsible Officer:	Julie Boothroyd
Your Ref No:	SCHACC21.22	Operational Lead Officer:	Tyrone Stokes
Version No:	1	Directorate:	SCH
Date:	10 th December 2020	Section:	Finance

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

29. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

- **£346,000 – shortfall in Social Care, Safeguarding and Health staffing budget of 1.75% due to the 2020/21 pay award. As part of the 2020/21 budget an allocation of 1% was given to afford any pay ward. Subsequently in year the final agreed pay award was 2.75%, hence a shortfall of 1.75% monetary value £346K.**
- **£242,000 – in ability to meet the 2% staff efficiency saving deducted from the staffing budget, which relates to those front line adult and public protection staffing service budgets such as care at home, social workers and our own respite, care home services, trading standards, commercial/public protection.**
- **£100,000 – as part of the 2020/21 budget it was agreed to fund the 2% staff efficiency within Children’s Services due to the nature of the service and the risk posed in not filling vacant posts. However the Medium Term Financial Plan calculated the efficiency on total staff salaries and has added back in the efficiency at a value of £100K.**
- **£45,000 – In 2020/21 the Authority, under the capitalisation directive, removed £45K of revenue staff costs to be funded from capital for one year only, but needs to be added back into the Safeguarding service budget for 2021/22**

30. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

- **Pay award shortfall of £346,000 – this has been calculated as part of the Authority’s formal month 7 forecast monitoring and represents those staff budget that cannot absorb the additional pay award within current budget allocations.**
- **Not achieving the 2% staff efficiency saving – again this has been calculated as part of the Authority’s formal month 7 forecast monitoring exercise and represents only those staff budgets that cannot achieve the efficiency, which would be crucial front line services throughout Adults and Public Protection.**
- **Children’s Services 2% staff efficiency saving – As part of the 2019/20 budget process, the 2% staff efficiency on Children’s staffing budgets were removed. However, the Authority budget model calculates the staff efficiency of total staff budgets including children’s. The budget implication in keeping the Children’s staffing budget excluded from the 2% efficiency is £100K.**
- **Safeguarding – As part of the Council’s capitalisation directive strategy in 2019/20 the sum of £45K was removed from the Safeguarding revenue staffing budget and capitalised, for one year only. Therefore for 2021/22 this sum has to be added back to the Safeguarding staffing budget.**

31. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
SCH	50,500	733			733			733

32. 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)

33. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	Y	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	Y	Applicant of the staff efficiency saving

34. 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?
Will ensure staffing budgets, especially for vital front line services, are appropriately funded	Staff within the SCH directorate	Positive

35. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

Budgets that can absorb part of the pay award and/or 2% staff efficiencies have been accounted for.

36. Additional Considerations:

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

37. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)
Individual budget holders	Opportunity to absorb where possible	Various
Heads of Services	Opportunity to absorb where possible	Various
Chief Officer Social Care, Safeguarding and Health		9/12/20
Chief Officer Resources		9/12/20

39. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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

40. Assumptions

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

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

41. 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	Formal 2021/22 budget monitoring		733,000		

42. 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	

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Managing the budget pressure within Children's Services	Senior Responsible Officer:	Julie Boothroyd
Your Ref No:	SCHCS21.22	Operational Lead Officer:	Jane Rodgers/Ty Stokes
Version No:	1	Directorate:	SCH
Date:	14 th December 2020	Section:	Children's Services

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

43. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

During the current 2020/21 financial year, Children's Services has been consistently forecasting an overspend of circa £1.46M. This pressure will continue into the next financial year 2021/22 as a result of: -

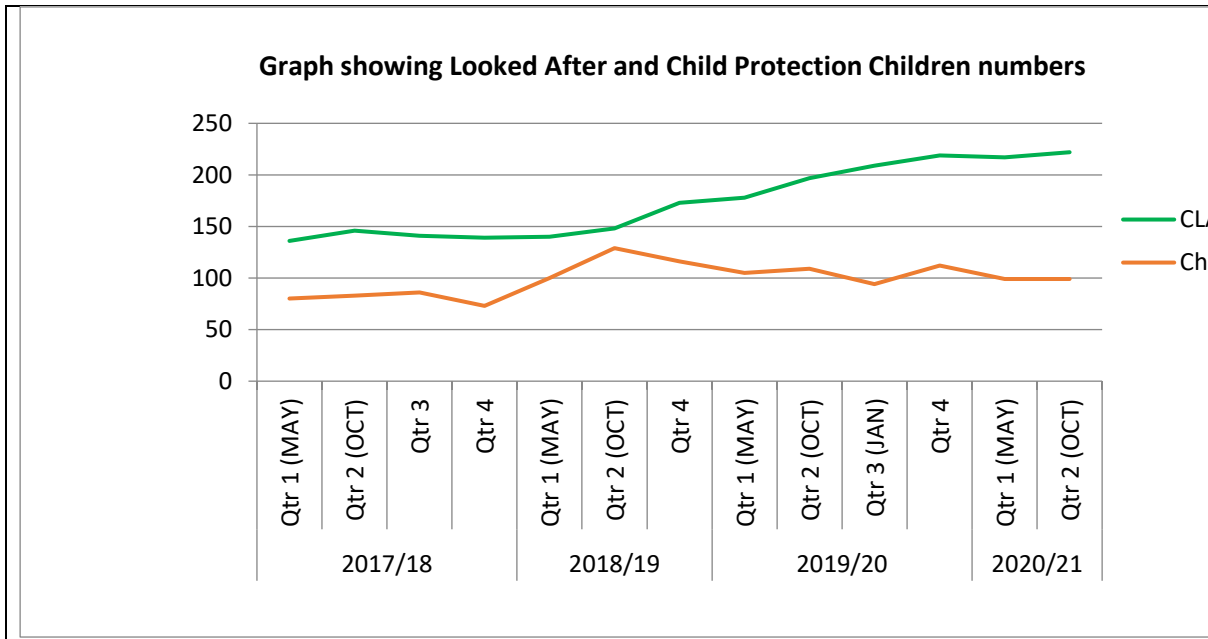
- Increase in demand with Children Looked After (CLA) rising from 197 since the beginning of the calendar year (numbers we used to set the budget for 2020/21) to at the end of November 2020 of 222, accounting for circa £900K,
- Legal costs account for £238K with activity levels remaining constant. However the savings target put forward in 2020/21 of £100K has not materialised and can be attributed to the increased demand on the system,
- Staffing budgets are overspending by the remainder due to the need for cover for absent staff, for e.g. maternity leave, and there will be an element of additional recruitment required. The staffing requirements have been met by the use of agency staff.

On a positive note, the level of spend in Children's Services has remained at a constant level throughout the year which does give some indication into a number of measures taken such as bolstering our early intervention and prevention services, wrap around support, Achieving Change Together services, MyST etc. are helping to manage and cope with the current service demands and we are seeing early signs of stability.

However, the COVID pandemic and the effects of our younger adult and children in the community may not be fully understood for some time, and this is a cautious element we must plan for.

44. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

- Current activity levels and how they have increased during the calendar year through monitoring of CLA numbers (see below graph)
- The number of legal/court cases and measuring the previous mandated target,
- Workforce planning and tracking of staffing numbers
- In year forecasting against budget and tracking of variances
- Success of services within the area used to manage demand



45. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
Children's		1,460			1,460			1,460

46. 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)

47. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	Y	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

48. 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?
Ensure the service is adequately funded to support the needs of its CLA population	Staff and the Children that require support	Positive

49. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

<ul style="list-style-type: none"> • Continue with the development of our crucial services particularly those that i) provide earlier help and prevention (e.g. family support) ii) provide services that seek to prevent children coming into care (e.g. Achieving Change Together) iii) provide services that seek to repatriate children into community or family placements (e.g. MyST, Monmouthshire Families Together) • Continue to develop our in-house fostering and placement services - seeking to decrease the over-reliance on independent fostering agencies and residential placements • Continue to develop best practice aligned with long-term prevention and de-escalation of need and vulnerability • Continue to monitor staffing and resources to see where there is scope to increase establishment rather than rely on agency • Close working with our legal colleagues for any reduction in costs that may be possible.

50. 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	

51. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)
Individual budget holders	Opportunity to absorb where possible	Various
Heads of Services	Opportunity to absorb where possible	Various
Chief Officer Social Care, Safeguarding and Health		9/12/20
Chief Officer Resources		9/12/20

53. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
CLA increase	Operational	Trend of increased CLA numbers in previous years. However this year has seen those numbers stabilise. The uncertainty is the effects of the COVID pandemic and is there demand we are not yet aware of.	Pressure can be costed at unit CLA cost @ £44,000 per child MEDIUM RISK	ACT, BSF and full range of family support offer at all tiers as per CS plan Increase fostering Sufficiency

54. Assumptions

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

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

55. 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	Formal 2021/22 budget monitoring		1,460,000		

56. 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	
Will this project benefit from digital intervention?	N	

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Fee uplift on Adult care providers	Senior Responsible Officer:	Julie Boothroyd
Your Ref No:	FEES21.22	Operational Lead Officer:	Ceri York/Tyrone Stokes
Version No:	1	Directorate:	SCH
Date:	15 th December 2020	Section:	Adults

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

57. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Each year we engage with the care provider market to understand their costs, margins and pressures they expect.

In previous 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.

The Chancellor of the Exchequer has announced an increase in the National Living Wage (NLW) to £8.91 an hour from 1st April 2021. With Consumer Price Index (CPI) at a rate of 0.5% as at September 2020 on non-pay costs we are obliged to work with providers and consider how cost pressures affect them in agreeing our fee levels.

58. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

The pressure has been calculated by using the Authority's fair fee toolkit and using the below data: -

1. The Chancellor of the Exchequer on 28th October 2020 in his one year spending review announced that the NLW would increase to £8.91 per hour from 1st April 2021.
2. ONS data on CPI as at September 2020 showed inflation to be 0.5%.
3. Current activity data and contracts

59. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
SCH		536			536			536

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60. 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)

61. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	Y	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

62. 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?
<p>The outcome will allow the directorate to maintain contractual and legal obligations to meet cost pressures on its providers, maintaining a quality of provision for vulnerable people in the community. The calculation has been based on typical factors which are material year-on-year to the operation of social care provision. ie. not relating to coronavirus.</p> <p>However, the impact of the coronavirus on social care provision has been significant and many providers are surviving with the assistance of Welsh Government Hardship Funding designed to sustain the sector. This is particularly stark in relation to care home void levels. Any withdrawal of such funding during 2021/22 is likely to have a detrimental effect on the viability of the market and as such local authority funding may well be necessary to sustain provision at levels to enable care and support for the people of Monmouthshire.</p>		<p>Positive impact - Harbour good relations with providers and sustain a viable market which can meet cost pressures through increases in living wage to care staff.</p> <p>Negative impact - If we cannot meet cost increases to providers we risk a judicial review by the Courts from providers due to the Council not being in a position to accommodate cost pressures.</p> <p>The majority of Monmouthshire's care and support is secured through the independent sector, not meeting cost pressures introduces a real risk of being unable to source sufficient support to meet need.</p>

63. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

With the support of providers understand current cost pressures and set fees accordingly.

64. 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?	Y	

65. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)

67. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
Financial sustainability of the sector due to coronavirus	Strategic	Sector under visible pressure nationally and locally	HIGH	<ul style="list-style-type: none"> Regular conversations with the sector to understand specific risk factors better. Analyse Hardship Funding data to view the levels of

				additional support being invested currently to sustain the sector.
Discontinuance of Welsh Government Hardship Funding from 1 st April 2021	Strategic	Funding only confirmed to 31 st March 2021	HIGH	<ul style="list-style-type: none"> Lobby Welsh Government for continuance of funding Work with identified providers most at risk to build contingency plans for such an eventuality,
Current void levels are significantly lower than the 95% level upon which our fee levels have been predicated on. This is due to COVID-19	Strategic	Weekly occupancy data consistently highlights this issue.	HIGH	<ul style="list-style-type: none"> Work with identified providers most at risk to build contingency plans to mitigate the impact.

68. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Pressure Mandate is based on typical factors for increases only	The costs and impact of coronavirus are unknown at this stage and need to be the subject of separate consideration.	

69. 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	Formal forecast monitoring		536		

70. 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	

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Usk care contract	Senior Responsible Officer:	Julie Boothroyd
Your Ref No:	SCHUSK21.22	Operational Lead Officer:	Eve Parkinson/Tyrone Stokes
Version No:	1	Directorate:	SCH
Date:	15 th December 2020	Section:	Adults

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

71. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Within the Usk region we have a concentration of 250 weekly hours that have proved difficult to service and commission, whether that's through the private domiciliary market or use of our care at home provision.

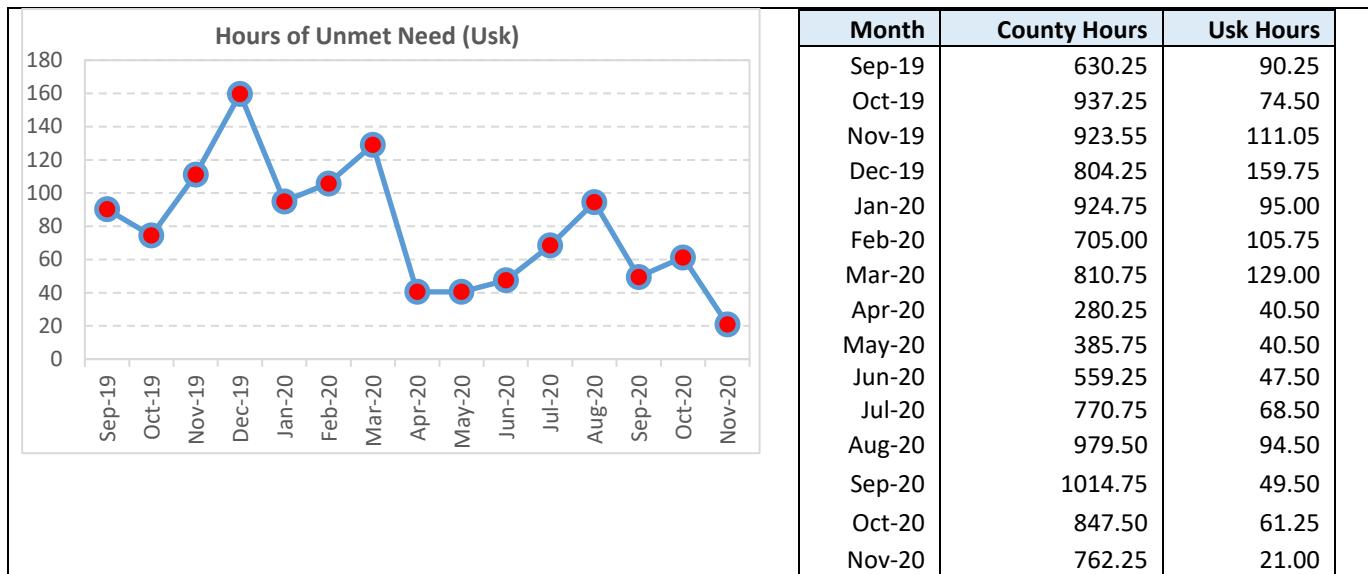
Difficulty in provision is predominantly as a result of rurality and lack of any local workforce.

Using the principles of Turning the World Upside Down (TWUD), we've embarked on a bespoke contract in partnership with the private domiciliary care provider RADIS to provide 250 weekly care hours at a cost of £19.50 per hour, equating to circa £250K, specifically for the Usk region.

This bespoke contract will have the principle aim of serving those difficult to commission care hours in Usk. The contract will also serve as a means of trialling the TWUD themes of offering person centred care as outlined in SSWBA - looking at guaranteed hours and how this can then help to support a more stable workforce that is able to offer consistent care, allow the care provider to salary those front line care workers, promoting care as an important career and improve staff recruitment and retention.

72. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

We track unmet need by area across the county at the end of each month (see below) from our brokerage function. These are the hours that cannot be commissioned.



73. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
SCH		250			250			250

74. 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)

75. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	Y	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

76. 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?
Provide a stable care provider in the region to service unmet care needs	Residents required care	Positive
	Care staff	Positive

77. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

<ul style="list-style-type: none"> • All attempts have been made to try and secure care provision from other providers in the market place • Other types of provision have been exhausted such as reablement • The contract price has been negotiated
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78. 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	

79. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)
Chief Officer Social Care, Safeguarding and Health		9/12/20
Chief Officer Resources		9/12/20

81. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
Ensure the contract meets the needs of the clients	Operational		Low	Monitoring by front line Integrated Service Manager
Ensure the contract meets the needs of MCC as the commissioner	Operational		Low	Commissioning to review, monitor and act where necessary
A performance and evaluation framework exists to monitor the contract	Strategic		Low	

82. Assumptions

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

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

83. 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	Formal 2021/22 budget monitoring		250,000		

84. Additional considerations:

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

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Social Care Safeguarding and Health Fees & Charges 2021/22	Senior Responsible Officer:	Julie Boothroyd
Your Ref No:	SCHFEEES21.22	Operational Lead Officer:	Tyrone Stokes
Version No:	1	Directorate:	SCH
Date:	10 th December 2020	Section:	Finance

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

85. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

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 2021/22. A part of the review, we have identified a number of fees and charges that have scope for increasing in 2021/22, with an additional annual income projection of £79,000. 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 2021/22, with the additional annual income projection also detailed, split by Statutory and Non Statutory.

86. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

2021/22 Fees & Charges Schedule

87. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
SCH	50,500		79		79			79

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88. 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)

89. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	Y	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

90. 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?

91. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

92. 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	

93. Up-front Investment Requirement

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

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

94. Consultation

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

Consultee	Description	Date (delivered/planned)

95. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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

96. Assumptions

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

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

97. 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

98. 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	

Discretionary Fees and Charges Proposals 2021-2022

The following schedule details the proposed Fees and charge levels for the Authorities chargeable discretionary services applicable to the financial year 2021/22.

Service Area	Service being charged for	Charging Policy	Charges 2020/21 £:p	Proposed Charges for 2021/22 £:p	Percentage Increase	Proposed Budget 2021/22	Increased additional budget income identified for 2021*22 budget setting purposes
SOCIAL CARE & HEALTH DIRECTORATE							
ADULT SERVICES							
Non residential fees	Actual charge based on Financial Assessment in line with legislation within the SSWB Act 2014	Means tested assessment based on client's ability to pay in line with the Authority's Social Care Charging Policy and SSWB Act financial legislation	Means tested assessment being the lower of the cost or the person's assessed weekly charge, whichever is the lower, capped at the maximum weekly charge of £100 per week. The cost is based on an hourly rate, day care session or respite night unit of £14.29	£14.64 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.	2.5	447,811	10,922.22
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	Actual charge based on Financial Assessment	Based on individual ability to pay as means tested in line with the SSWB Act 2014, with our own home charge set at a maximum weekly charge equivalent to our fair fee level for new residents	Based on individual ability to pay as means tested, but increase budget in line with Government proposed rise in benefits and state pension for 2021 of 2.5% (for existing residents in our own care settings will increase from its current £557.92 to £571.87 per week, new entrants will be charged the full charge equivalent to our fair fee level)	2.5	2,780,187	67,809.45
Public Health	Fee Income	As below	As below	No change from 2020/21	0	16,243	0.00
	Commercial licences	As below	As below		0	1,967	0.00

Commercial Fee Income	As below	As below		0	25,465	0.00
Food Safety training	Set internally based upon market rates					
Discretionary Advisory Visits			£60			
Veterinary Inspection Recharge	Riding Establishments Act 1970		£290			
Riding Establishments	Law requires no more than cost recovery		£300			
Petrol Station Permits/Licenses	Fixed by Government	As per 2019/20. These are set by legislation.				
Registration for acupuncture, tattooing and ear piercing	Local Govt (misc Provisions) Act 1982		£50			
Local Authority Pollution, Prevention and Control						
Application fee	Mobile plant 1st and 2nd application	Low £637, Medium £1,020, High £1,530		No change from 2020/21	0	
	3rd to 7th application	Low £381, Medium £610, High £914				
	8th and subsequent application	Low £195, Medium £311, High £467				
	Reducing fee activities dry cleaning or standalone PVR1 or PVR11	Low £76, Medium £155, High £232				
	PVR 1 and 2 activities carried on at same service station	Low £111, Medium £222, High £333				
	Any other reduced fee activity	Low £223, Medium £359, High £542				
	any reduced fee activity	Low £762, Medium £1,145, High £1,723				
Private water supplies (fees set by Council but within max fig defined by EC directive)	Private water supplies per risk assessment (Required every 5 years)	£225 1st risk assessment, repeat assessment £150 if on site visit required				

		Sampling (each visit)	£100 per visit plus: Analysis of sample on a direct recharge basis up to a maximum of £25 if taken under regulation 10 or 11. Analysis of sample on a direct recharge basis up to a maximum of £110 if taken during monitoring for Group A parameters. Analyse				
		Investigation (each supply)	£150				
Trading Standards.	Licences Fee Income	As below	As below			4,205 9,819	0.00 0.00
	Explosive Licences New 1 Year	Set by HSE	£111	£111	0		
	Renewal 1 Year		£55	£55	0		
	New 2 Year		£143	£143	0		
	Renewal 2 Year		£87	£87	0		
	New 3 Year		£176	£176	0		
	Renewal 3 Year		£122	£122	0		
	New 4 Year		£210	£210	0		
	Renewal 4 Year		£155	£155	0		
	New 5 Year		£242	£242	0		
	Renewal 5 Year		£188	£188	0		
	Weights & Measures	Weights & Measures Act 1963					

	Fee per TSO		£64.00	£64.00	0		
	Fee per TO		£38.00	£38.00	0		
Licensing	Licenses	As below	As below			216,942	0.00
	Hackney Licenses	Fees set by Licensing Committee but must operate within laid down EC directive limits	Hackney new £230, renewal £169. Private Hire Vehicle new £224, renewal £175. Private Hire Operator new £788, renewal £784 for 5 years.	The 2021/22 licensing fees will be set by the Licensing and Regulatory Committee on 12th January 2021			
	Lottery and Gambling	Fixed by Govt	£40 initial, £20 renewal				
	Licensing	Fixed by Govt	Various charges for services defined under the Licensing Act 2003				
	Other Licenses	Fees set by Licensing Committee but must operate within laid down EC directive limits	Various covering Street Trading, Scrap Metal dealers, Boats and Sex Establishments				
Registrars	Approved Venue - Marriage & Civil Partnership		Mon to Friday £409, Sat £449, Sun and B/Hol £509			275,694	0.00
	Old Parlour		Mon to Friday £219, Sat £269				
	License for approved venues - New		1,500				
	License for approved venues - Renewal		1,200				
	Registrars attendance @ service (Registrar - Superintendent)	Set by General Register Office	35				
ADULT SERVICES Community Meals	Community Meals & centre meals Fiat rate charges for preventative services Meals @ home, per meal Meals @ home, suppers, per meal Lunch ant day centre establishments, chg per meal Lunch at luncheon clubs, charge per meal	Day	£4.50 per meal	£4.50 per meal	0	-	0.00

Mardy Park	Catering		Pricing follows that of Community meals	Pricing follows that of Community meals	0	-	0.00
	Mardy Park room hire		Various	To increase in line with CPI as at September 2020	0.5	-	0
Severn View	Catering		Pricing follows that of Community meals	Pricing follows that of Community meals	0	-	0.00
Trading Standards.	Licences Fee Income					-	0.00 0.00
	Animal Licences Boarding Establishment						
	Dog Breeding	Animal Boarding Establishments Act 1963 Dog Breeding (Wales) Regulations 2014	£131 £131	132 132	0.5 0.5		
	Home Boarding		£63	63	0.5		
	Dangerous Wild Animals	Dangerous Wild Animals Act 1976	£167	168	0.5		
	Pet Shop	Pet Animals Act 1951	£92	92	0.5		
Registrars	Service Charge					-	0.00
	Registrations - General Income		Budget proposals involve additional £6.4k income over and above inflation				
	Approved Venue - Marriage & Civil Partnership		£380 - £490				
	Old Parlour		196				
	Celebratory Services at approved or other venues		£380 - £490				
	License for approved venues - New		1500				
	License for approved venues - Renewal		1200				

	Commemorative certificates & wallcharts Registrars attendance @ service (Registrar - Superintendent) Marriage attestation notices European Passport checking fee		5				
Sub Total SOCIAL CARE & HEALTH DIRECTORATE						3,778,333.42	78,731.67

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	PTU Pressures	Senior Responsible Officer:	Debra Hill-Howells
Your Ref No:	PENT0001	Operational Lead Officer:	Naomi Thomas / Gareth Emery
Version No:		Directorate:	Enterprise
Date:	6 th December 2020	Section:	Passenger Transport Unit

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

99. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The PTU unit continue to experience revenue pressures due to a combination of factors.

On the commissioning side, the number of pupils transported this year is 3,027 (compared to 2,485 in 2017 & 2,945 in 2019). Year on year there has been an increase in the number of passengers set against a year on year budget reduction. The increase has largely been in mainstream pupils (2,667 in 2020 compared to 1,919 in 2017.) which reduces spare seats for concessionary and post 16, which reduces income (337 pupils in 2017 and 149 In Oct 2020).

The costs of providing the transport in the current year are circa £4,463,974 (this includes the predicted external contractor fees of £2,293,000 and PTU operations costs of £1,800,000 – the total costs for PTU operations are higher but an allowance has been made for grass routes and public bus routes).

This equates to a cost of circa £1,474 per pupil for the school year. Currently concessionary and post 16 pupils are asked to contribute an annual sum of £440 per pupil, the Council thereby subsidising each seat by £1,000. It should be noted that the PTU operations team would have previously mitigated some of their overheads through private hire income (net target of £313,892 in current year) however due to Covid restrictions this income has been lost and was already under strain in previous years due to a reduced demand for private hire services.

The PTU operations team also undertakes the grass routes service, which whilst initially conceived as a volunteer run service however, due to the lack of volunteer drivers has now become a subsidised service operated by MCC staff. Prior to the pandemic up to 13 vehicles would provide demand responsive transport throughout Monmouthshire and its neighbouring counties. For the majority of users, this is a free door-to-door service and whilst grant subsidies are available based on mileage and bus pass travel, the service is being subsidised by the service area in order to continue to provide the service.

In addition to the above, catchment changes in 2020/21 have cost significantly more than originally estimated. This is a consequence of under reporting, as original estimates did not factor in pupils already attending a new catchment school, e.g. Monmouth comprehensive, who then became entitled to statutory transport. For the next 4 years, we will be obliged to continue providing transport to both Caerleon and Monmouth, which has significantly increased costs.

Post 16 has become an increasingly high profile issue due to the numbers of pupils choosing to attend sixth form, lack of public transport at appropriate times and increased expectations from parents that school transport will continue to be accessible to pupils post 16.

The PTU operations team has been increased to respond to lack of capacity in the market place, contract hand backs and lack of suitable wheelchair accessible vehicles within the private sector. This has created a pressure on budgets, as the team has had to procure additional vehicles, service and maintain them as well as appoint additional drivers and passenger assistants. The consequence of this is that the current in year projections predict an overspend of £327,000 against the PTU Operations structure.

100. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Identified pressures are:

Catchment pressures – This is currently estimated to be **£366,000**; however we are currently waiting for pupil information for the academic year 2021/22 which may increase these figures.

PTU Operations – Due to the need to increase staffing levels as identified above the cost of the service has increased by **£327,000**. A review of the operating model will be undertaken and a potential re-structure will subject to consultation implemented, to better respond to operational needs. This is particularly important given the loss of private hire income which has reduced the demand for drivers during the middle of the day and school holidays.

Loss of Private Hire Income – The PTU operations team has a gross income target from private hire work of £500,000. The income can be split between 2 sources 1) private hire to external customers outside of the authority 2) hire to internal schools clubs for swimming lessons and school trips etc. We have seen a massive downturn in private hire demand and therefore income. It is not anticipated that this will recover after Covid. All avenues will be pursued to mitigate the level of this pressure but currently we estimate this to be in the region of **£224,000**. The income lost from the provision of private hire to schools should return over time to previous levels of income once social distancing measures are removed and schools are in a position to recommence their trips and transport to clubs. We do not anticipate seeing any significant income from these sources in 21-22, we estimate this pressure to be **£100,000 - we are not including this in our mandate but identifying it as a potential Covid Risk next year and are hopeful that it will continue to be funded by WG.**

101. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
Commissioning – Catchment Pressures	2,293	366			366			366
Operations – staffing structure	1,605	327			327			327
Private Hire Income Loss		224			224			224
Total		917			917			917

102. 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)
WG Covid Hardship Fund	WG – loss of private hire income	Ongoing applications
WG step up funding for duplicate school runs and grass routes	WG	Grant paid for the current financial year – next financial year to be determined.

103. 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	Providing home to school transport to enable young people to access learning. Providing community demand responsive and public bus routes to provide transport for community members that do not have access to a car.
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

104. 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?
Agreeing pressures will enable PTU to continue to provide grass routes and meet home to school statutory transport responsibilities	Monmouthshire citizens	Positive

105. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

The PTU Operations team will be subject to a restructure to align service needs and current working patterns.

Our current home to school transport provision goes beyond the existing statutory requirements, however Welsh Government are currently consulting on proposals that would align our distance criteria with new legislation. The afore mentioned consultation is also proposing that statutory transport is increased to cover ages 4 – 18. This will increase both demand and costs and we are awaiting further information as to whether Welsh Government will be providing financial support to offset the additional requirements.

106. Additional Considerations:

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

107. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)

109. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
If pressure is not agreed then the PTU operations structure will need to be reduced, which could result in MCC being unable to meet its statutory requirements for home to school transport	Strategic	PTU ops has had to increase due to market failures, lack of capacity and lack of sufficient specialist vehicles.	High	Re-structure to align operating model with service needs. Reducing overtime payments through split shift, term time only contracts where appropriate. Reducing the age of the fleet to reduce maintenance costs. Work with CYP to ensure that any future catchment reviews capture and report the transport consequences of any decisions.
Lack of public transport alternatives drive demand for Post 16 transport	Operational	Without adequate public transport alternatives, pressure is applied to MCC to provide non-statutory Post 16 transport, which places increased financial pressure on the Council as well as increased demands on an already struggling transport market.	Medium	Work with Strategic Transport unit to identify suitable public transport provision to mitigate the need for Post 16 home to school transport.
WG does not continue to provide income support for lost private hire income due to COVID	Operational	WG have not confirmed if COVID support will continue beyond the current financial year.	Medium	Restructure to align operating model with service needs. Capture any savings that other service areas are generating due to temporary cessation of service e.g. SCH day-care transport.

110. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That statutory pupil numbers remain constant or continue to increase	Pupil data for last 3 years evidences an increased demand for statutory home to school transport.	CYP/ PTU (based on MCC policy)

That social distancing will continue to impact on private hire	Private hire is not viable whilst social distancing and restrictions are in place as it significantly impacts on the number of passengers that can use transport or restricts the ability to travel.	
That the in house operations team will be required due to market failure etc.	The number of school contracts that the in house team has been required to deliver has continued to increase and due to the impact of the pandemic on the transport industry, this is expected to continue.	

111. 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 monitoring	That commissioning and operations team deliver services within the agreed budget				

112. 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	New software has been procured to enable services to access, interrogate data more easily, and monitor passengers.

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Corporate catering staff resource	Senior Responsible Officer:	Roger Hoggins (Interim HoS)
Your Ref No:	PENT0002	Operational Lead Officer:	Roger Hoggins/Pauline Batty
Version No:	01	Directorate:	Enterprise
Date:	08/01/2021	Section:	Catering

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

113. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The authority has never established a corporate catering function to oversee and advise various services that provide catering facilities.

An audit report undertaken in 2018 returned an unfavourable audit opinion about the catering functions provided by various services around the county. In particular procurement and food safety were highlighted. It recommended the appointment of a lead officer for food procurement.

Inherent in food procurement is food safety (assurance of correct management of 'high risk' products is essential and the control of allergens is an increasing risk).

To address these issues a new staff structure is proposed that extends the roles of the current schools and community meals manager(s) (currently a manager and assistant manager) to offer some corporate resource that is empowered to advise and instruct the various service areas throughout the authority on the provision of catering. In addition, the new staff structure would also allow a permanent staff resource to be in place to undertake both a support role to the corporate function and provide a permanent school meals supervisor (that is presently funded fixed term using 'one off' grant funding). To achieve this a full year salary budget is required of **£32,500**.

With the roles of the current catering manager(s) being revised to introduce a corporate responsibility it is anticipated that the job evaluation will increase the salary costs. To allow for this a sum of **£15,000** is also included in this mandate in anticipation of salary increase including employers on costs.

114. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Original report to audit committee – 24/05/2018

Follow up report to audit ctee – 26/11/202

Management response to audit committee- 07/01/2021

The new structure has been shared with social care senior managers and Enterprise DMT both of which support the principle of creating a corporate catering resource and restructuring the current team with additional responsibilities.

115. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
Schools catering and community meals service		£47,500			£47,500			£47,500

116. 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)
One off grant	WG	Awarded (sufficient to fund 15 months of fixed term schools catering supervisor post

117. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	N	The risks associated with food procurement are highlighted in the audit report. Healthy and safe food provision complement to principles of the future generations act.
Will an option appraisal be required?	N	Undertaken through senior manager and DMT discussions
Will this proposal require any amendments to MCC policy?	N	

118. 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?
A corporate catering function to oversee food procurement/safety means the officer(s) are entitled to enter and check all aspects of catering provision in any MCC facility (incl schools)	All service areas that provide catering facilities (incl vending)	positive

119. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

The schools catering function in MCC has been reduced through budget savings over the years to such an extent that there is no flexibility within the structure to allow extra duties to be undertaken on an ongoing basis. In comparison with neighbouring authorities providing a similar function MCC is under resourced at a management and supervisory level. Senior managers have discussed the need for further staff resource (over and above this mandate) but in the context of the authority's overall revenue budget situation at this time the request for additional resource is limited to reorganising existing staff and placing a fixed term (grant funded) post on a permanent basis.

120. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	As described above
Will this project have any legal implication for the authority?	N	The proposal seeks to mitigate the risk of legal action being taken against the authority in relation to food provision.

121. Up-front Investment Requirement

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
The creation of a corporate catering function may highlight the need for training, extra equipment etc. amongst services/staff providing catering services	Existing training and equipment budgets	Possible external advice/training

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

Consultee	Description	Date (delivered/planned)
Staff and management teams	Approval of approach	done

123. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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

New management structure remains insufficient to cover corporate function	Operational	The proposed structure is limited to manage budget implication	Low	Request for further staff resource if necessary

124. Assumptions

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

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

125. 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
Monitor procurement and food safety – schedule of visits/reports	Non- compliance		Commence records	Ongoing	ongoing

126. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	Will improve monitoring of procurement
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	Possibly digital records will improve monitoring

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Schools Catering – Budget Pressures	Senior Responsible Officer:	Deb Hill Howells
Your Ref No:	PENT0002A	Operational Lead Officer:	Pauline Batty
Version No:		Directorate:	Enterprise
Date:	17.12.2020	Section:	Catering

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

127. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The Schools Catering budget will need additional funding of **£35,735** in 20-21 to offset budget pressures brought on by :-

- **Free School Meals** – We have seen an increase in free school meal entitlement in the primary sector of 176 pupils. This increase will not be reflected in the WG settlement figures so if all the pupils were to claim a meal then we would see a reduction in income of £83,600. This will be offset by: **Grocery Savings** – Covid has impacted meal number estimates for next year, current predictions estimate we will spend £47,865 less than available budget.

Risks 2021-22

- **Covid 19 meal income loss** – We have seen a material reduction in meal up take in 20-21 as a result of Covid – if this continues into 21-22 then we will have an income shortfall pressure to manage, current predictions estimate a drop-off in paid meals of 52% equating to £360k. **NOTE : This will not form part of the pressure request but is highlighted as a Covid risk.**
- **Impact of Brexit** – We are anticipating increases in grocery and shipment costs as a result of Brexit, we are estimating spend will increase by 25%. As we are estimating an overall meal income drop next year then this increase has been managed within budget, but if meal numbers pick back up over and above model then this will cause a pressure.

128. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Increase in pupils entitled to Free school meals

Primaries	176
Secondary's	92 Budget delegated.
	268
Meal Price	£2.50
Number of days	190

Number of meals	176
Total income lost	£83,600
Grocery Savings	
Estimated meal numbers 21-22	380,130
Avg grocery cost per meal 21-22	£1.00 Already inflated by 25% to account for Brexit impact
Total Cost 21-22	£380,130.00
Current Budget	£427,995
Potential Saving against budget	-£47,865
TOTAL NET PRESSURE £35,735	

129. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
Schools Catering – Budget Pressure		36			36			36
Total		36			36			36

130. 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)

131. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	Y	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

132. 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?

133. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

The current COVID restrictions have resulted in different catering provision within schools in order to meet individual school requirements. There are concerns that the long-term impact of the loss of traditional hot meals, will be a permanent downturn in the demand for school meals. Catering continue to offer healthy, balanced meals and will work with schools to promote them.

134. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	If the reduction in meal take up is long term, this could have a potential implication on staffing numbers.
Will this project have any legal implication for the authority?	N	

135. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)

137. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
The authority has statutory responsibility to provide free school meals and will therefore need to maintain a catering provision against a declining fee paying demand	Operational	As demand continues to fall, the resultant service costs per meal continue to increase per unit. This will make the service financially unviable.	High	The service is continuing to provide school meals in accordance with head teacher requirements.
The impact on food price and availability on a no deal Brexit is currently unknown	Operational	The potential consequences of a no deal impact will impact on the availability of supplies for schools and increase costs.	Medium	Catering form part of the internal Brexit planning group and are working with suppliers to ensure continuity of supplies, however we are unable to mitigate any increase in costs arising.

a. Assumptions

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

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

138. 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

139. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?		Potentially, subject to the impact of Brexit
Will this proposal impact on the authorities built assets.		Potentially, if take up for meals continues to fall the school kitchens can may become redundant, too large etc.
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Transport – Increased Premises Costs & Additional Staff Resource.	Senior Responsible Officer:	Deb Hill-Howells
Your Ref No:	PENT0003	Operational Lead Officer:	Debbie Jackson
Version No:	1	Directorate:	Enterprise
Date:	16/12/2020	Section:	Transport

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

140. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Increased Premises Costs

Increased rental costs due to the necessary relocation of the Transport workshops from Pill Farm Depot to Unit 10C Severnbridge Ind Estate. The previous Transport workshop at Old Pill farm was beyond economical repair and not fit for purpose, additionally there were major concerns over the Health & Safety and wellbeing of the fitters working in the current workshop conditions.

The workshop based in the South services and maintains vehicles from a number of sections (Refuse, grounds, social services, PTU, libraries, Leisure services, highways, community meals, countryside wardens, SWTRA, Environmental health and facilities) therefore it is crucial that there is a fleet maintenance section operating in the southern area of the County. A number of these vehicles are on Operators Licence (refuse & Grounds) and have to operate from the depot that is registered with the DVSA (Pill Farm, Caldicot.) Therefore, even if the vehicles were to be serviced elsewhere they must return to the depot at the start and finish each day to comply with the Operator's Licence which would not only incur additional fuel charges but the unnecessary amount of downtime and additional wear and tear.

The existing premises were not suitable to accommodate the newer refuse fleet due to the physical size of the vehicles (you could not get them in the building and close the workshop roller shutter door.) In addition, the existing repair ramp was unable to accommodate the size of the new refuse vehicles, it meant that the back wheels of the vehicles would not clear the ramp so it was impossible to raise the ramp and work on vehicles.

Working on the existing refuse vehicles meant that they could not close the door as the front end of the vehicles extends beyond the doors; fitters are working on vehicles in all weathers to service & maintain the fleet. A number of the highways vehicles also are too large to come into the old workshop and have to be brought to Raglan, which is not ideal as the increased fuel costs and downtime incurred.

Additional Staff Resource

2021-22 will see a change in the way that the authority runs its transport fleet, it has been identified that a new centralised model of procurement & repair will generate efficiencies. In order to undertake this service transformation we need to employ additional staff resource, it is anticipated that this will be a one year cost as any continuing cost will be found within the savings generated. Further work needs to be undertaken to ascertain what role(s) will be required but it is estimated that the full year requirement will be £50,000.

141. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary

Premises condition at workshop in Pill Farm was assessed and significant investment would be required to improve the site. In addition, as set out above, due to changes in fleet the workshop was no longer suitable. –

The premises costs are:-

	Budget	Actual	Additional budget required
Rent	£4,500	£20,500	- £16,500
Rates	£2,000	£8,500	- £6,500
	£6,500	£29,000	- £22,500

142. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
Increased Premises Costs		22.5			22.5			22.5
Additional Staff Resource		50			50			50
		72.5			72.5			72.5

143. 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)
No		

144. 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 ?		
Has an initial Wellbeing & Future Generation Assessment being undertaken?		
Will an option appraisal be required?		
Will this proposal require any amendments to MCC policy?		

145. 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?
The workshop based in the South services and maintains vehicles from a number of service areas, therefore, it is crucial that there is a fleet maintenance section operating in the southern area of the County. A number of these vehicles are on Operators Licence (refuse & Grounds) and have to operate from the depot that is registered with the DVSA (Pill Farm, Caldicot.) If the vehicles were to be serviced elsewhere they must return to the depot at the start and finish of each day to comply with the Operator's Licence which would not only incur additional fuel charges but the unnecessary amount of downtime and additional wear and tear.	Refuse, grounds, social services, PTU, libraries, Leisure services, highways, community meals, countryside wardens, SWTRA, Environmental health and facilities. Workshop staff.	Positive impact on the health, safety, and wellbeing of the workshop staff/fitters. Positive impact for the end users in the continuity of servicing & maintenance of their vehicles.

146. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

147. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	Additional post will be required to lead service transformation work.
Will this project have any legal implication for the authority?	N	

148. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)

150. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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

151. Assumptions

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

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

152. 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 monitoring					

153. 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	

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Car park rates pressure	Senior Responsible Officer:	Mark Hand
Your Ref No:	PENT0004	Operational Lead Officer:	Graham Kinsella
Version No:		Directorate:	Enterprise
Date:	03.12.20	Section:	Highways

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

154. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Pressure of £21,000 to reflect the increase in business rates payable on the Council's car parks. The core objective is to seek to balance the Highways budget, which cannot otherwise absorb this cost.

155. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Business rates are payable on the Council's car parks even those where parking is free. In 21/22 the business rates due will be £21,000 over available budget. This is due to revaluations affecting the amount payable, the base budget is not increased in line with this revaluation.

The table below outlines the increase in rates payable over the last 5 years. It has got to a level that is now not manageable within the service budget and has become a budget pressure.

Car Parking Rates Budget

	2016-17	2017-18	2018-19	2019-20	2020-21
Actual	118,929	248,302	252,682	258,582	264,798
Budget	119,000	243,931	243,950	243,950	243,950
Variance	- 71	4,371	8,732	14,632	20,848

The Highways budget is currently overspent, due primarily to significant reductions in car parking income and civil enforcement fine income as a result of the covid-19 pandemic. The car parking income budget was

reduced by £83k in 20/21 to better reflect historic achievement and address a pattern of under-recovery. The car parking review agreed as part of the 19/20 budget setting has commenced and is due to complete in May/June 2021. It is unclear at this stage if the proposed changes will result in additional income or a budget pressure. It cannot be assumed that the £21k can be met by the review outcomes.

The Civil Enforcement Team has a challenging income target for on street and car parking offences of £350,000. This target is considered to be achievable with a fully resourced team. As at November 2020, the team is fully resourced for the first time, given vacant posts and/or sickness absence until then. Income has also been affected by the floods and more recently by Coronavirus.

To help balance the income shortfall the Highways service is currently carrying a significant number of vacant, frozen posts. This is adversely affecting service delivery and is failing to meet demand, customer standards and expectations. Cabinet agreed a restructure in 2017/18 to ensure the service can deliver, and it would be counterproductive to fail to implement that structure. Consequently, the additional business rates cost needs to be agreed as a pressure.

156. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
Car Parks	661 (Exp)	21		21				21

157. 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)
None		

158. 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 ?	No	
Has an initial Wellbeing & Future Generation Assessment being undertaken?	No	n/a
Will an option appraisal be required?	No	
Will this proposal require any amendments to MCC policy?	No	The on-going car parking review needs to consider ways to balance costs, income targets and other objectives such as supporting high streets while promoting active travel and public transport use. This review is due to conclude in May/June 2021.

159. 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?
Improved Safeguarding	n/a	Neutral
Equalities	n/a	Neutral
Improved community safety	The community and the Police	Positive

160. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

The following actions or proposed actions will mitigate against budget pressures:

Current Actions

- The 19/20 car parking charge increases are in force but due to the floods and covid-19 pandemic, a full year benefit of that income has not been realised;
- Likewise, the current income target for civil parking enforcement is yet to be realised due to vacant posts/sickness absence, the floods and the covid-19 pandemic. The team is now fully resourced as of November 2020. Achieving this income target mitigates other budget pressures;
- The car parking review has commenced and the conclusions may affect income. The budget consequences of proposed recommendations will be discussed with Members prior to decisions being made by the Cabinet Member.

Proposed Actions

- Discretionary fees will be increased by 2.5% to support income
- S.50 licence fees are being reviewed and may be increased to help meet existing income targets

161. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	No	
Will this project have any legal implication for the authority?	No	

162. Up-front Investment Requirement

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

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

Consultee	Description	Date (delivered/planned)
Enterprise DMT	Briefing on pressures	November 2020

164. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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				

165. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Covid-19 related business rate exemptions end by 1 st April 2021	Initial indication that the exemption will not continue	Welsh Government

166. 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 not overspent				
Process	n/a				
Staff	n/a				
Clients	n/a				

167. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	no	
Will this proposal impact on the authority's built assets?	no	
Will this proposal present any collaboration opportunities?	no	
Will this project benefit from digital intervention?	no	

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Planning income pressure	Senior Responsible Officer:	Mark Hand
Your Ref No:	PENT0005	Operational Lead Officer:	Craig O'Connor
Version No:		Directorate:	Enterprise
Date:	03.12.20	Section:	Planning

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

168. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

- Pressure of £200,000 for 21/22 and 22/23 to reflect reduced planning application fee income from major applications as the current LDP nears completion and prior to sites in the Replacement LDP coming forward.
- This is partially offset by previously agreed savings of £51k in 21/22 and 22/23 by keeping a Senior Planning Officer post vacant to match workload with income and resource, and £12k as a permanent saving achieved from staff reductions' leaving a net pressure of £137k for 21/22 and 22/23 reducing to zero thereafter.

169. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

The Development Management income target is made up of statutory application fees set by WG and discretionary fees for pre-application advice and innovative fast-track services that the Development Management team has developed.

Statutory fees are particularly weighted towards large developments. The advanced stage of the current LDP, together with Welsh Government policy changes regarding five year housing land supply, mean that few large-scale applications are now expected until the Replacement LDP is at an advanced stage. It is likely that some sites would be subject to applications for consideration alongside the LDP examination, but this still leaves a gap for 21/22 and 22/23.

One Senior Planning Policy Officer is seconded to the LDP team and her substantive post will be held vacant for two years, resulting in an in-year saving of £51k. In addition, changes have already been implemented (agreed by Enterprise DMT September 2020) to delete an Area Manager post and create an additional Senior Planning Policy post resulting in a net saving of £12k.

The net pressure is therefore £137k for 21/22 and 22/23.

170. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
Development Mgt – Planning Fee decrease		200			200		(200)	0
Development Mgt – Staff Savings			(63)		(63)		51	(12)
Net Total		200	(63)		137		(149)	(12)

171. 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		

172. 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	The Council's planning service directly contributes to the Council's core purpose of helping to build sustainable and resilient communities that support the well-being of current and future generations. The planning service contributes to a number of Corporate Business Plan 2017-2022 themes and priorities, but in particular policy priority B 'A thriving and well-connected county' objective 9: THE COUNCIL PROVIDES MORE OPPORTUNITIES FOR LOCAL LIVING, WORKING & LEISURE The planning service has a critical role to play in supporting economic and community recovery from the covid-19 pandemic, and it is essential that the service is properly resourced to deliver.
Has an initial Wellbeing & Future Generation Assessment being undertaken?	No	n/a
Will an option appraisal be required?	No	
Will this proposal require any amendments to MCC policy?	No	

173. 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?
Improved Safeguarding	n/a	Neutral
Equalities	n/a	Neutral
Improved community safety	n/a	Neutral

174. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

The following actions or proposed actions will mitigate against budget pressures:

Current Actions

WG introduced statutory fees by 20% during 2020 and this was budgeted for in 19/20 mandates. Discretionary fees will be introduced by 2.5% but there is no scope to secure additional income beyond that.

Although fee income has reduced, workload has not reduced significantly nor has customer demand for service delivery. The significantly lower application fee payable for minor planning applications are not proportionate to the level of associated work. Within the last 18 months, the service's staffing levels have been reduced by 1.0FTE business support officer (1 of 4), 1.0FTE senior planning officer (1 of 5) by freezing a vacant post for two years and 1.0FTE Area Manager (1 of 3). The service cannot sustain further staffing cuts and continue deliver an acceptable level of customer service.

	2015/16	2016/17	2017/18	2018/19	2019/20
Applications determined	1085	1087	1071	1101	1106
Pre-apps determined	Data not available	503	619	367	461
Income Target	£633k	£668k	£684k	£681k	£693k
Income achieved	£664k	£560k	£430k	£653k	£666k

Proposed Actions

- Discretionary fees will be increased by 2.5% to support income
- Senior Planning Officer post will continue to be held vacant for 21/22 and 22/23 to coincide with the reduced application fee income.

175. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	No	
Will this project have any legal implication for the authority?	No	

176. Up-front Investment Requirement

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

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

Consultee	Description	Date (delivered/planned)
Planning Service colleagues	Briefing on staffing changes prior to September 2020 decision and budget meeting to explore ideas	September 2020
Enterprise DMT	Briefing on pressures	November 2020

178. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
Unexpected surge in planning applications	Operational	Strong housing market, WG elections could trigger a new policy direction	Low	If fee income allows, fill the frozen Senior Planning Officer post.
Applications are not submitted in 23/24	Operational	LDP delayed or growth levels reduced or no developer interest	Low	Restructure accordingly.

179. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That the replacement LDP contains a level of growth that results in new major planning applications, and that it is adopted at the end of 2023 as per the revised Delivery Agreement	The RLDP is a combination of evidence-based issues and policy choices to address them. The assumption is made based on the RLDP direction of travel at this time.	Council adopts the RLDP and sets the policy direction.
That the development industry recovers sufficiently post-Covid 19 to deliver on growth proposals	The development industry is currently relatively unaffected by the pandemic and construction continues and house prices are currently rising.	Head of Placemaking, Housing, Highways and Flooding

180. 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 not overspent				
Process	Number of applications and pre-application advice requests received and determined; speed of decision-making				
Staff	Officer caseload; speed of decision-making; colleague feedback and wellbeing				
Clients	Speed of decision-making; number of appeals against non-determination; Customer feedback				

181. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	no	
Will this proposal impact on the authority's built assets?	no	
Will this proposal present any collaboration opportunities?	yes	Staff could be seconded from or to a neighbouring LPA if there is a short term change in workloads in Monmouthshire and surplus/demand elsewhere. This will be arranged via existing networks and relationships as currently.
Will this project benefit from digital intervention?	no	

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Review of Housing Options Team Staff	Senior Responsible Officer:	Mark Hand
Your Ref No:	PENT0006	Operational Lead Officer:	Ian Bakewell
Version No:		Directorate:	Enterprise
Date:	27.11.20	Section:	Housing & Communities

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

182. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The background to the proposal is the change in Welsh Government homeless policy and the issue of Phase 2 Planning Guidance for Homelessness & Housing Related Support.

The guidance recognises that councils are operating a service within the Covid pandemic and the guidance sets out Welsh Governments expectations of local authorities to transition from the said status of 'crisis' to a new Welsh Government vision of:

- Continue to support those in temporary accommodation and ensuring nobody sleeps or is at risk of sleeping rough
- Prepare a Transition Plan setting out provision of more sustainable accommodation. (The MCC transition plan is in draft and is due to be considered by Cabinet in 2021 following scrutiny by select committee).
- Improve quality and availability of temporary, permanent, semi-permanent and supported accommodation which should be Temporary 'Homes' – not the bare necessity; should be safe & secure and where lives can be re-built
- Welsh Government are introducing policy goals that homelessness should be brief and non-recurring and require Councils to operate a system of Rapid Re-Housing.

Due to the above changes and the type and level of homeless need that the Council is now having to respond to and support, there is a need to review the Councils resources available for homelessness. This includes staffing, accommodation and support.

Key issues includes:

- Inadequate staffing levels necessary to react quickly, work pro-actively and plan eg visiting applicants and attending accommodation; developing new initiatives etc
- The ability to appropriately accommodate and support young people appropriately eg there is no accommodation for high needs young people resulting in the need use B & B or place in shared housing with adults. This can create management issues with wider impacts on neighbours and the Police.
- The ability to appropriately accommodate and support those with multiple needs such as substance misuse, mental health etc. This can create management issues which can also impact on neighbours and the Police
- Excessive use of B & B, which is resulting in over-spending.
- An outdated Housing Support Grant programme that isn't due to be fully re-commissioned until April 2023.

183. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

2020/2021 homeless service demand:

Total Q3 Homeless Presentations – 639 (the number is slightly higher than last year but the number of these needing accommodation has increased significantly)

- Of these, young person presentations:
 - 16/17 year olds – 12 presentations
 - 18-24 year olds – 102 140 presentations
- 305 open cases (the level of open cases impacts on the ability to pro-actively prevent)

At 31.12.20 the Council had implemented an unprecedented 364 offers of accommodation to applicants (13 per week)

Numbers in temporary accommodation and needing moving on to alternative temporary accommodation or permanent – 123 households at 31.12.20, of which 100 are single people.

Includes:

- 66 applicants in B & B:
 - 56 singles
 - 7 couples
 - 3 families
- 15 families in temporary accommodation- 5 in B & B

- Young People 1-24 in temporary accommodation (not including Solas)
 - 16 in B & B; 1 PSL; 11 shared 1 x 16/17 year olds and 25 x 18-24 year olds and 1 17 year old within a couple
 - Pending – 4 (includes 1 x 16/17 year old)
 - The number of applicants with mental health needs is considerable and significant. It is considered approx 80% have mental health issues

The level of housing associations voids is extremely low at present due to Covid which is impacting on the Council's ability to move people on.

Welsh Government Phase 2 Guidance requires the Council to provide self-contained homeless accommodation and have issued accommodation standards. A key part of the available homeless accommodation doesn't meet this standard.

- The Council's current family hostel is shared x 5 units
- The Council's main provision for single people is shared housing
- Some of Solas's young person's accommodation

Homelessness - Additional budget Requirements

<u>Additional Leasing</u>	£
· 8 x 1 Bed units of temp accomm – low need (south)	11,683
· 6 x units of emergency family accomm (north)	9,000
· 5 x units Norman Court	12,000
· 6 x units Wittle Williams	5,000

Total additional Leasing Cost	37,683
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*** This will reduce the number of people having to stay in B&B**

B&B Accommodation

* Currently housing 70 residents - if we assume 19 of the additional leased units will help reduce this requirement to 51.

Current average daily cost of B&B accommodation	£58
Total cost per night based on 51 residents	£2,958
Estimated annual outgoing (if numbers remain constant)	£1,079,670
Housing Benefit Subsidy @ 66%	-£712,582
Potential Additional Cost	£367,088
Existing Budget Provision for B&B	£22,770
Estimated Accommodation Budget Pressure	£344,318
 Security @ Hostels	
Site	Cost per week No. of Weeks Total Annual Cost
Cinderhill Street Hostel - 4 Residents	£2,856 52 £148,512
George Hotel - 11 Residents	£2,856 52 £148,512
Total Cost of Security	£5,712 £297,024
 Additional Staffing Requirement	
Post	Band Total
Snr Accom Officer	I £52,116
Snr Options Officer	I £52,116
Accommodation Duty Officer	E £33,074
Accommodation Assistant 0.5	E £15,975
Homeless Project Officer	F £36,862
Young Persons Accom Support Officer	F £36,862
MLS Negotiator 0.5	H £22,653
Prevention Officer	F £36,862
Total	£286,521
Less : Post Deletions & available Grant Funding	-£91,076
Total Staffing Budget Pressure	£195,445
 Overall Homelessness Budget Pressure	 £874,470

184. **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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
Housing Budget	822							
Homelessness – additional leasing		38			38			38
Homelessness – B&B Accommodation		344			344			344

Homelessness – Security @ Hostels		297			297		297
Homelessness – Additional Staffing		195			195		195
Total Pressure		874			874		874

185. 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)
	Covid Hardship funding has been provided in 20-21 but we do not know if this will continue in 21-22.	
£72,919 (existing funding) Already included in calculations above.	Homeless Prevention Housing Support Grant	This is annual Welsh Government funding that complements MCC GF funding and is being utilised for Housing Options Team staffing and landlord incentives

186. 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	Improving the Council's homeless service aligns fully with the Council's Corporate Plan and contributes to: <ul style="list-style-type: none"> Sustainable & Resilient Communities (vision) Best Possible Start in Life Priority (in respect of the additional support that is proposed for young people with a homeless need)] Thriving & Well Connected Community (in respect of the additional support that is proposed for homeless applicants particularly young people and those applicants in higher needs)
Has an initial Wellbeing & Future Generation Assessment being undertaken?	Yes	Attached
Will an option appraisal be required?	Potentially yes	This will be determined by the service area in question
Will this proposal require any amendments to MCC policy?	Potentially yes	Eg what standard of accommodation does the Council work to

187. 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?
Improved Safeguarding	All applicants Housing Options Team staff making placements and managing placements External agencies accommodating, supporting and managing applicants.	Positive The proposals will facilitate increased support to applicants and increased flexibility around placements
Equalities	Those with protected characteristics eg disabled, will have improved access to homeless related services	Positive
Improved community safety	The community and the Police	Positive

188. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

The following actions or proposed actions will mitigate against budget pressures:

Current Actions

- Utilising Welsh Government Covid Hardship funding eg to fund security/concierge expenditure – **if funding continues into 21-22.**
- On-going Development of Monmouthshire Lettings to encourage private landlords to work with the Council to help avoid the use of B & B
- Liaising with housing associations to provide accommodation that can be used as an alternative to B & B
- Factoring homelessness into the SHG programme to increase the available temporary and permanent accommodation for homelessness, which will mitigate against B & B
- The establishment of a Housing First project which in part seeks to eliminate the need to use the Market Hall for accommodation
- Liaising with Planning in respect of using S106 contributions towards supporting housing association leasing to mitigate against overspends

Proposed Actions

- Establishing new young person's accommodation which will reduce the need to use B & B and eliminate the need for security
- Establishing multiple needs accommodation which will reduce the need to use B & B and eliminate the need for security

189. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Yes	Posts listed in workings above.
Will this project have any legal implication for the authority?	Yes	The Council has legal homeless duties under Housing (Wales) Act 2014

190. Up-front Investment Requirement

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Additional staffing resources are required and set out within this proposal		

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

Consultee	Description	Date (delivered/planned)
SLT	Briefing on the current situation and proposed Homeless Transition Plan	22.09.20
Informal Cabinet	Briefing on the current situation and proposed Homeless Transition Plan	02.10.20
Cabinet members	Briefing on the current situation and proposed Homeless Transition Plan	On-going
Housing Support Grant Commissioning Team	Briefing on the current situation and proposed Homeless Transition Plan and developing individual initiatives	On going
Welsh Government	Briefing on the current situation and proposed Homeless Transition Plan and developing individual initiatives	On-going
Adults Select Committee	Briefing on the current situation and proposed Homeless Transition Plan	20.10.20
Children's & Young People Select Committee	Briefing on the current situation and proposed Homeless Transition Plan and developing individual initiatives	25.11.20
Melin, Pobl and Monmouthshire Housing Associations	Rapid Housing Protocol; Allocations Policy; Individual accommodation schemes; Housing Support	On-going

192. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
Homelessness may increase after furlough ends and private sector housing regulations relax in April 21	Operational	Unemployment could increase resulting in possible rent arrears and	Medium	Housing & Communities are contacting local lettings agents as an early intervention rather than wait for households to contact MCC

Welsh Government have confirmed that the Council will get additional Housing Support Grant for 2021/22. Although this is positive, any projects will need to meet the eligibility criteria of HSG.	Operational	Some existing projects eg B & B Accommodation Assistants and potential new projects may not be eligible for HSG funding	Low	Implementation of Homeless Transition Plan Exploring or considering other funding sources
Welsh Government hardship funding may ends on 31 st March 21	Operational	Costs being attributed to the hardship fund may need to be absorbed by the Council after April 21	Low WG have indicated that they recognise the need for future Hardship funding and are giving this consideration for 21/22.	Implementation of Homeless Transition plan including liaising closely with HSG Commissioning
B & B's decide not continue to work with MCC accommodating homeless people	Operational	Some B & B's may wish to revert back to tourism	Medium	Developing accommodation proposals Implementing Monmouthshire Lettings

193. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
The Council will be required by WG to continue accommodating <u>all</u> homeless people	Current WG guidance On-going policy discussions about eliminating rough sleeping; eliminating youth homelessness; abolishing intentional homelessness; abolishing priority need WG expectation that no one is evicted to homelessness	Welsh Government
The Council will be required to increase temporary and permanent accommodation; improve the type and quality of the accommodation; increase the type of housing support	Current WG guidance	Welsh Government
Level of accommodation demand will continue into the short to medium. And the level of social housing vacancies will continue to be low	This is the current situation	N/A
The responsibility for the Council to provide good quality and sustainable support for	Current WG guidance MCC Corporate Plan	Welsh Government MCC

vulnerable and high need applicants will continue		
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194. 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	Level of overspend				
Process	No. in B & B; No. of new accommodation units/schemes; No. of new housing support schemes				
Staff	Increase in capacity				
Clients	Customer satisfaction; case studies				

195. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Potentially Yes	
Will this proposal impact on the authority's built assets?	Yes	Conversion of properties if they are acquired
Will this proposal present any collaboration opportunities?	Yes	<p>This mandate is based on collaboration with the following internal and external agencies:</p> <ul style="list-style-type: none"> • Social Services – Children's • Housing Support Grant Commissioning • Planning • Estates • Property Services • Pobl, Melin and Monmouthshire Housing Associations • Llamau • Cyfannol • Welsh Government • Private landlords • Gwent Drug & Alcohol Advisory Service • Community Mental Health Team • ABHB
Will this project benefit from digital intervention?	Yes	To increase the level of face to face contact with Housing Options Officers when clients make homeless applications. There is agreement in principal to establish an arrangement with each of the individual Hubs.

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Monmouth Museum move into part of Shirehall	Senior Responsible Officer:	Ian Saunders
Your Ref No:	PENT0007	Operational Lead Officer:	Marie Bartlett
Version No:		Directorate:	MonLife
Date:	30 th November 2020	Section:	All

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

196. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Single Member Decision 25/11/20 – to move Monmouth Museum from the Market Hall to the Shirehall. This would hand the property back to Landlord Services (for redevelopment / disposal). This will help create a new heritage/museum offer at Shire Hall that better tells the Monmouth story, including the current Monmouth Museum and the Shire Hall heritage offer in an integrated, engaging and sustainable way.

197. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

The cost of the service is likely to increase by some 70k. This is due to the income budgets for Shirehall which rely upon the hire of rooms / wedding income etc. not being achievable once the museum service is in situ.

198. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
MonLife	104	70			70			70

199. 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)
None but grant funding would be sought to achieve next phase		

200. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	Y	As part of ICMD
Will an option appraisal be required?	N	Decision has been taken to move museum into Shirehall, option appraisal being undertaken now to decide best fit
Will this proposal require any amendments to MCC policy?	N	

201. 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?
Vacant building	Landlord Services	Positive

202. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

None – a better offer at Shirehall should attract more visitors and increase retail sales

203. 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	

204. Up-front Investment Requirement

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Feasibility Study	Service Budget 20/21	

205. Consultation Describe any initial consultation that has been or needs to be 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	N/a	

206. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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

207. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Move will go ahead	ICMD Report	ICMD 25/11/20

208. 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	Increased Numbers				
Budget	Reduce Deficit by 5k year on year			-5	-5

209. Additional considerations:

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

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Impact of Vacancy Factor on Front Line Services	Senior Responsible Officer:	Ian Saunders
Your Ref No:	PENT0009	Operational Lead Officer:	Marie Bartlett
Version No:		Directorate:	MonLife
Date:	30 th November 2020	Section:	All

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

210. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The 2020/21 budget includes a vacancy factor saving of 2% which equates to £142k for Monlife services. This is not achievable to be absorbed within the budget given the need to adequately staff front line services. Leisure Centres have strict staffing ratios, Attractions and Museums cannot open (often on single manned sites anyway) so can assume that we will not be able to make these savings through vacancies. It is estimated that Monlife can only achieve around 25% of vacancy factor savings (and that is if we have enough staff turnover in our back office services) so there is a £106k pressure resulting from this vacancy factor.

211. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

As identified in point 1, pressure is a result of the MTFP assuming that all services can meet the vacancy factor target whilst still maintaining front line services which require set staffing ratios who need to be replaced immediately should they leave or are sick.

212. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
MonLife		106			106			106

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213. 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)
No		

214. 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 ?	n/a	
Has an initial Wellbeing & Future Generation Assessment being undertaken?	n/a	
Will an option appraisal be required?	n/a	
Will this proposal require any amendments to MCC policy?	n/a	

215. 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?
Continues the current staffing structure	Not known at this stage	Negative

216. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

No mitigation – in order to deliver this saving, we would need to remove posts which has direct impact on service provision, so either reduce service provision / restrict opening hours.

217. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	Yes we would have to delete / hold post open
Will this project have any legal implication for the authority?	N	

218. Up-front Investment Requirement

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

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

219. Consultation Describe any initial consultation that has been or needs to be 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	

220. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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	Operational	MTFP	High	Will have to remove posts

221. Assumptions

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

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

222. 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
n/a					

223. 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	

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Unbudgeted Pay award from 2020/21 and impact on 2021/22	Senior Responsible Officer:	Ian Saunders
Your Ref No:	PENT0010	Operational Lead Officer:	Marie Bartlett
Version No:		Directorate:	MonLife
Date:	30 th November 2020	Section:	All

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

224. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The budget for 20/21 included a pay award of 1%, the actual pay award was 2.75%, therefore the cost of the Monlife existing staffing structure is unfunded in 21/22 by some £124k which cannot be absorbed within the services.

225. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

As identified in point 1, pressure is a result of the MTFP not allowing the budget to increase to include the full year impact of the pay award from 2020/21. Pressure already identified as part of the existing budget monitoring process in 2020/21.

226. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
MonLife		124			124			124

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227. 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)
No		

228. 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 ?	n/a	
Has an initial Wellbeing & Future Generation Assessment being undertaken?	n/a	
Will an option appraisal be required?	n/a	
Will this proposal require any amendments to MCC policy?	n/a	

229. 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?
Continues the current staffing structure	Not known at this stage	Negative

230. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

No mitigation – in order to deliver this saving, we would need to remove posts which has direct impact on service provision

231. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	Yes if not allowed, would have to delete posts
Will this project have any legal implication for the authority?	N	

232. Up-front Investment Requirement

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

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

233. Consultation Describe any initial consultation that has been or needs to be 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	

234. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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	Operational	MTFP	High	Will have to remove posts

235. Assumptions

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

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

236. 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
n/a					

237. 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	

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Inflation	Senior Responsible Officer:	Ian Saunders
Your Ref No:	PENT0011	Operational Lead Officer:	Marie Bartlett
Version No:		Directorate:	MonLife
Date:	30 th November 2020	Section:	All

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

238. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The MTFP for 2021/22 assumes no inflation, we are aware of likely increases in energy (3%). Our Sites are high users of energy and costs are likely to increase by £18k. Contracts and licences for our sites are also expected to increase by a similar percentage, at a cost of £35k.

239. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

As identified in point 1, pressure is a result of the assumption in the MTFP that costs will not increase annually.

240. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
MonLife		53			53			53

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241. 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)
None		

242. 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 ?	n/a	
Has an initial Wellbeing & Future Generation Assessment being undertaken?	n/a	
Will an option appraisal be required?	n/a	
Will this proposal require any amendments to MCC policy?	n/a	

243. 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?

244. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

No mitigation yet –energy efficiency measurers could be implemented by Landlord Services but would require some capital investment. We constantly negotiate with suppliers and always look at alternative providers.
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245. 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	

246. Up-front Investment Requirement

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

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

247. Consultation Describe any initial consultation that has been or needs to be 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	

248. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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				

249. Assumptions

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

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

250. 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
n/a					

251. 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	

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Neighbourhood Services	Senior Responsible Officer:	Carl Touhig
Your Ref No:	PENT0012	Operational Lead Officer:	Laura Carter – Recycling and Waste Nigel Leaworthy – Grounds and Cleansing Steve Lane – County Highways Operations Gareth Sage – SWTRA and Street Lighting
Version No:	1	Directorate:	Enterprise
Date:	14/12/2020	Section:	Neighbourhood Services

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

252. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Recycling and waste have seen substantial rises in costs of treatment and disposal during 2019, 2020 and with uncertainty over Brexit and Covid the market remains volatile and could continue into 2021 and 2022. Based on worst case scenario modelling and “as is” service delivery model there is a +£1.3m pressure.

In previous years, recurring pressures have been managed through capital injections of grant funding and through service reform and the capitalisation directive as new schemes were implemented. A legacy of using grant funding to purchase vehicles and lack of investment in capital items has created additional pressures on the prudential and capital borrowing budget. An element of the grant funding has again been used to manage these pressures and is likely to cause a similar issue in 5-7 years.

The pressures are a mixture of

1. Unachievable MTFP savings and income targets carried forward (£235k)
2. Increased agency costs, pay award, absence management (£75K)
3. No uplift in contract indexation costs (£150k)
4. Reductions in grant funding, Sustainable Waste Management Grant, Tidy Towns (£150k)
5. Investment in new vehicles and infrastructure previously grant funded with no prudential borrowing (£100k)
6. Volatility of recycling market, recycling higher cost items to achieve targets, BREXIT, Covid etc (£600k)
7. New service provision implementation costs (£125k) – these will be covered by capitalisation directive.

Full Council decisions taken in 2020 for changes to services including rationalisation of HWRC provision, full cost recovery for garden waste collections, full roll out of polypropylene bags and the introduction of compulsory recycling will help reduce some of the pressures on the waste budget.

1. Reduced subsidy for garden waste collections (£330k)
2. Reduced cost of HWRC management provision of (£115k) (£1.3m vs budget £1.415)
3. Reduced residual waste tonnages sent for disposal of (£110k) based on 20/21 and planned interventions of compulsory recycling, changes on HWRCs, downturn in economy.
4. Improved quality of recycle through implementation of polypropylene bags (£100k)
5. Contractor change uplift Prosiect Gwyrdd (£30k),

The pay award in 2020/21 of 2.75% created an increased budget pressure of £73k which cannot be absorbed within the service areas and the net pressures for 2021/22 assume that this will be met and are included within this mandate.

These proposals include a number of assumptions which are very difficult to predict and model with absolute accuracy. Waste management involves a number of complex and interrelated elements and each aspect has an impact upon the budget. Ongoing monitoring and modelling will be required throughout 2021/22.

Grounds Maintenance and Cleansing have struggled to meet income targets in 20/21 due to the impact of the Covid restrictions across Wales. Approximately 20% of income in grounds maintenance is derived from external works for developers across South East Wales, the restrictions on movements through Covid have highlighted the risks associated with continuing with this service model. A decision will be taken within 2021/22 on the delivery of services out of county in light of Covid and the climate change emergency agenda. This work was well underway prior to Covid and as such a post was identified for redundancy within the restructure for March 2021 (this is included within this mandate). Work is ongoing to deliver additional services in-county that reduce income pressures, ash die-back costs could be reduced by keeping more work in-house and securing additional schools grounds maintenance contracts are being targeted for 21/22. Failure to attract additional in-county income could result in a pressure of £240k in 2021/22, existing vacancies have been filled with temporary staff and we will be investing in apprenticeships to manage this risk going forward.

The restructure in 20/21 resulted in cleansing moving over to grounds maintenance as greater synergies of service delivery were likely to result in additional savings. Savings in cleansing have been identified with reduction of a compact mechanical sweeper due in 21/22 (this saving is included in this mandate). Grant funding is being sought to replace an additional sweeper with an all-electric model to reduce costs further which should derive further efficiencies within the financial year.

County Highways Operations have managed to remain within budget in 20/21 but are predicting potential pressures for 21/22 where capital works are delayed or increases in disposal costs for materials increase. Capital works have been delayed in 20/21 placing additional pressures on the revenue budget and reducing efficiency. Prioritising design for grant funding schemes relating flooding and Covid have reduced capacity for delivering the usual capital works. A forward programme of works for 2021/2022 will be identified to ensure a larger proportion of capital projects are delivered in-house moving forward. This could be achieved by passporting capital funding directly through to operations for scheduling works if design priorities remain an issue in 2021/22.

Retendering the disposal contract that supports a partnership approach to improve the quality of the materials recycling streams, reduce costs and maximise the circular economy funding opportunity should ensure the potential increased costs for disposal are managed effectively.

SWTRA highways and street lighting have managed to remain in budget. Trunk road maintenance is delivered by MCC on behalf of SWTRA and full cost recovery has been achieved in 20/21 despite Covid restrictions. Efficiency and technical improvements that reduce maintenance cycles are passed back to WG through this arrangement.

Street lighting have seen savings in 20/21 due to reduction in energy prices relating to the Salix loan that were identified as a pressure, this pressure can be deferred for 2021.

253. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

A "zero base budget" has been completed for recycling and waste.

The existing budget for grounds and cleansing will be reduced by £65,000 to reflect reduction of a mechanical sweeper and savings from redundant post.

The county highways operations budget will remain as is with no additional pressures being sought this year.

The pressures relating specifically to Covid in 2021/22 will be identified over and above the base budget build with the expectation that these will continue to be met through the hardship fund.

254. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
Waste and recycling	6,578	1,435	(685)		750			750
Grounds and Cleansing			(65)		(65)			(65)
Total	6,578	1,435	(750)		685			685

255. 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)
Recycling and waste	Circular Economy Funding	Applications approved for additional funding that will support increased re-use and repair. Unlikely to achieve additional savings for budget but will have positive impact on climate change and support wider community and economy moving forward
Grounds and cleansing – alternative fuel sweeper	Alternative fuel vehicle funding	Applications submitted for replacement of diesel sweeper for electric sweeper, this could result in £25k annual saving in 2022/23 if successful

256. 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	All service change proposals have been agreed through Cabinet or Full Council and have been taken through the Strong Communities Select
Has an initial Wellbeing & Future Generation Assessment being undertaken?	Y	WFGA assessments were included with Cabinet and Council reports
Will an option appraisal be required?	N	As above
Will this proposal require any amendments to MCC policy?	N	As above

257. 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?

258. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

Improving the quality of recyclate collected at the kerbside and HWRCs will help reduce processing costs. Implementation of compulsory recycling at the kerbside will reduce waste disposal costs but unless there are improvements in the recycling market the costs will be incurred through reprocessor costs.

259. Additional Considerations:

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

260. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)
Cabinet, Strong Communities Select	Proposals for changes were taken through the full Council	September 2020

262. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
Waste does not decrease	strategic	Historic waste figures are 1000 tonnes higher than during Covid but there is no guarantee that this will continue	medium	Recycling interventions and booking system at HWRC to reduce
Reduced cost through tender and recycling sales	strategic	Market volatility	high	Improving quality of recyclate at kerbside and Cabinet decisions on rationalisation of HWRC provision

263. Assumptions

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

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

264. 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 monitoring.					

265. Additional considerations:

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

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Project Management Resource	Senior Responsible Officer:	Mark Hand
Your Ref No:	PENT0013	Operational Lead Officer:	Roger Hoggins
Version No:	01	Directorate:	Enterprise
Date:	11 th December 2020	Section:	Placemaking

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

266. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

The Council is currently managing and delivering a range of significant infrastructure and placemaking projects funded via a range of funding pots including:

- Transforming Towns;
- Local transport fund (LTF and LTNF) grants;
- OLEV and ULEV grants;
- Green Infrastructure (GI) grants;
- Active Travel;
- Town centre and other 'master' plans – Caldicot, Usk, Monmouth;
- Wider plans – Wye Valley Villages.

Linked to the above are a range of transport schemes that currently have minimal project resource attached:

- Transport studies/projects – Chepstow Transport Study; South East Wales Transport; Magor Walkway station; M48 opportunities –WG Weltag study (high beech roundabout plus M48 junction at Hayesgate, MCC M48 extra junction study (capita), Weltag study M48 junction to STJ. Wales Transport Strategy

And a range of additional funding opportunities that are currently being underutilised:

- UCPEF – Urban Centre Property Enhancement fund;
- UCLG – Urban Centre Living Grant;
- Town centre loans (residential/commercial) – (70:30 etc.);
- Home improvement loans (homeowners), Landlord Loans, home owners' equity release loans.

In addition to the opportunities above, Welsh Government often release short term capital funding such as the Economic Stimulus Fund, 'Shovel Ready Sites' for which applications need to be turned around quickly to avoid further funding opportunities being lost.

In order to maximise the funding opportunities for the Council and thereafter deliver the various projects, Enterprise must establish and adequately resource a project management team. To do so the team requires two proficient Project Managers and a Directorate Business Manager who can identify funding opportunities, successfully bid for funds, monitor risks and issues across the service areas, identify business opportunities, monitor and respond to correspondence across the county and coordinate the project management of the initiatives to bring them to a successful conclusion. Without this additional resource we not only run the risk of not identifying and maximising additional funds but also returning money to WG due to significant underspends for which there would also be a reputational risk to the Council

267. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

The authority's capital budgets are only sufficient to maintain existing assets (buildings, highways etc.) and deliver essential infrastructure so to deliver improvements LA's increasingly rely upon government grants to deliver these projects.

At present grant funding is available through a number of sources including LTF, LTNF, ULEV, AT, Reopening Towns (TRI as was), circular economy. Successful bids require business case and FGEA submissions along with cost profiles, programme plans etc. Thereafter grant monitoring requires significant project management which includes the submission of quarterly reports to the awarding body and monitoring of outcomes post-completion along with overseeing the delivery of the individual projects and schemes.

Temporary grants awards are often available at short notice which require rapid responses and schemes ready to deliver (current examples are COVID related funding)

Having secured funding the project team must then co-ordinate internal teams and external bodies to deliver projects and grants are normally only awarded on an annual basis so continuity on larger scheme must also be well managed with the awarding body.

268. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
Placemaking and Enterprise		149,000			149,000			149,000

269. 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)
Every funding application submitted will include 10% project management fees. It is therefore intended that these fees will be used to build the resource in the team as they become more successful and develop a core capacity within the Directorate to improve our delivery against key objectives.	WG funding streams UK Government Funding Streams (where applicable)	In application

270. 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	Goal A: Thriving and well connected community: (8) The Council delivers better infrastructure, connectivity & opportunity; (9) The Council provides more opportunities for local living, working and leisure

		Goal C: Maximising the potential of the built and natural environment: (14) The Council enhances local heritage and development of arts and cultural services
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

271. 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?
Social Care and Health	Care	Positive: Potential to access additional funds for other services areas e.g Well Being Centre in Caldicot
MonLife	Active Travel and Green Infrastructure	Positive: potential to complement and enhance AT and GI projects and ensure successful project delivery within service areas.

272. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

Every funding application submitted will include 10% project management fees where the grant application allows. It is therefore intended that these fees will be used to build the resource in the team as they become more successful.

This mandate will allow the Authority to establish a core project management team which will provide continuity and attract suitably qualified officers. The current reliance upon consultancy support will continue but in a reduced capacity therefore the Authority will benefit from an established team that is supplemented by temporary and consultancy resource rather than being reliant on consultant as it is at present.

273. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	2 x Project Management Posts 1 x Business Manager Post
Will this project have any legal implication for the authority?	N	

274. Up-front Investment Requirement

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

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

Consultee	Description	Date (delivered/planned)
SLT and Informal Cabinet	Overview of future Economic Development Opportunities presented	20 th October

276. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
Missed funding opportunities	Both	Budgetary	High	Employ and monitor Project Managers
Projects being undelivered or exceeding budget	Operational	Budgetary and reputational	High	Employ and monitor Project Managers

277. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
10% project management fees can be claimed/ included within grants	Most grant funding opportunities allow for monies to support the delivery of projects through project management fees.	

278. 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	Number of successful funding applications and successful delivery				

279. 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	
Will this project benefit from digital intervention?	N	

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Removal of Events Co-ordinator Post	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ENT0001	Operational Lead Officer:	Tracey Thomas
Version No:		Directorate:	MonLife
Date:	30 th November 2020	Section:	All

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

280. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Removal of Events Co-ordinator Post – post was established to support the commercial aspect of MonLife through the establishment of an ADM and the attractions restructure. The post is currently vacant and is to be removed. The important function of event management will be (as it is currently) designated to management and site leads who will work closely with the various teams & stakeholders in ensuring events are coordinated.

281. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Service cost 50k less income target (through more commercialisation) of 21k. Net saving 29k. Post is currently vacant.

282. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
MonLife - Attractions	29		(29)		(29)			(29)

283. 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)

284. 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	Delivering sustainable services
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

285. 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?
The service will look to ensure the attractions continue to be developed for events and the central marketing team are continuing to develop product – the site teams continue to be trained to ensure events are delivered. Several important pieces of work such as the heritage strategy and marketing plan are also key so the marketing team will need to ensure key messages are communicated. From an audit perspective, much training has been completed on pricing and procedures across attractions so this is now even more important with the loss of this role.	The team and management delivering attractions and leisure events – this post was coordinating and being a contact point for events and weddings. The site team continue to develop this area with the loss of this post.	It is negative that the resource is not available in so much as a designated person however this role has become very much part of the individual site teams responsibilities so positive that more people are involved and trained to a higher level.

286. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

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287. Additional Considerations:

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

288. Up-front Investment Requirement

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

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

289. Consultation Describe any initial consultation that has been or needs to be 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		

290. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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				

291. Assumptions

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

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

292. 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
N/A					

293. 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	

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Introduction of Car Parking Charges at Caldicot Castle	Senior Responsible Officer:	Ian Saunders
Your Ref No:	ENT0003	Operational Lead Officer:	Tracey Thomas
Version No:		Directorate:	MonLife
Date:	30 th November 2020	Section:	All

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

294. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

To introduce a charge for car parking at Caldicot Castle Country Park (hours to be agreed). The charge will be £3.00 per visit with a season ticket available of £40.00 for regular users. Caldicot Castle admission remains free however to introduce a charge for car parking in line with other cultural and museum attractions across Wales and UK. This reflects the ongoing need to ensure Caldicot Country park remains a sustainable model and maintenance/upkeep throughout the park is continued at the current level. It could encourage local people to walk or cycle to the park in line with active travel and decarbonisation targets. The investment and projects currently underway via Active Travel at the country park to connect the castle with urban areas should also assist.

295. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

MonLife currently charge for parking at its other attraction, the Old Station at £2 per visit with a season ticket (£30 annually) available for regular users. Other similar local attractions, Tredegar House (£1 for 2 hours; £2.00 for 5 hours), Chepstow Castle (MCC car park charges) etc. require people to pay for car parking. The introduction of the charges would enable us to maintain the car park and drives to the park and help to reduce the budget subsidy required to run the park.

296. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
MonLife - Attractions	105		20		20			20

297. 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.)

298. 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	It continues to ensure the service is contributing to the climate challenge by encouraging more people to visit the park on foot.
Has an initial Wellbeing & Future Generation Assessment being undertaken?	Y	See separate attachment
Will an option appraisal be required?	Y	
Will this proposal require any amendments to MCC policy?	N	

299. 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?
See Attached EQIA		

300. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

The service continues to explore options for ensuring the castle reduces it's expenditure and increases income during these difficult times. Various staffing structures have been implemented and costs have been reduced however the park and castle budget continues to increase maintenance costs due to rises in equipment and general costs of services.

301. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	N	Staff will need to comply with financial procedures re collection of income
Will this project have any legal implication for the authority?	N	

302. Up-front Investment Requirement

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Redesign of Car Park	Highways / External Consultants (service budget)	

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

Consultee	Description	Date (delivered/planned)
Ward Member / Caldicot Town Council	Verbal/on-line consultation with local town councillors to ensure opinions are shared and representative views are listened too.	January 2021
Local Residents / Other Users	Opportunity for local residents to share views via QR code link or via social media channel to be posted	January 2021

304. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
Charge levied at car park to visitors	Operational	Visitors not had to pay in previously so will be a new system to manage and get used to.	Medium	Local people will continue to walk/cycle to the park. Season ticket available for regular users. Consultation with local residents. Signposting around car park and park to remind visitors to pay and display.

305. Assumptions

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

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

306. 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	Number of car park tickets purchased over season	0	20k	22k	25k

307. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	Car Parking machines, car park design and lining
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	Possibly

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Discretionary Fee Increase for CEO/MonLife/Resources/Enterprise	Senior Responsible Officer:	Peter Davies/Francis O'brien/Matt Gatehouse
Your Ref No:	ENT0004	Operational Lead Officer:	As above
Version No:	1	Directorate:	ENT/RES/CEO/MONLIFE
Date:	18/12/2020	Section:	N/A

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

308. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Increased income generation as a result of a increases in discretionary fees for Resources, CEO, Enterprise & MonLife
This will result in the following proposed budget savings per area:
Resources - £167
CEO - £0
Enterprise - £9,060
MonLife - £54,442
TOTAL £63,669

309. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

See attached fees & charges report.

310. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
RES			(167)		(167)			(167)
ENT			(9,060)		(9,060)			(9,060)

CEO			(0)		(0)		(0)
MONLIFE			(54,442)		(54,442)		(54,442)

311. 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		

312. 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	The increase in charges enables us to sustain the quality of discretionary services
Has an initial Wellbeing & Future Generation Assessment being undertaken?		
Will an option appraisal be required?		
Will this proposal require any amendments to MCC policy?		

313. 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?
N/A		

314. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

315. 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	
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316. Up-front Investment Requirement

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

317. Consultation Describe any initial consultation that has been or needs to be 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		

318. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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

319. Assumptions

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

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

320. 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

321. 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	

Discretionary Fees and Charges Proposals 2021-2022

The following schedule details the proposed Fees and charge levels for the Authorities chargeable discretionary services applicable to the financial year 2021/22.

Service Area	Service being charged for	Charging Policy	Charges 2020/21 £:p	Proposed Charges for 2021/22 £:p	Percentage Increase	Proposed Budget 2021/22	Increased additional budget income identified for 2021*22 budget setting purposes
RESOURCES DIRECTORATE							
Markets	Markets-Caldicot	Per stall				327,505	
	Markets - Monmouth	Per stall					
	Markets-Abergavenny	Per stall or Sq ft of space					
	Tuesday Market inside per table		£15.76	£15.76	0		0
	Tuesday Market Outside per foot of floor space		£2.40	£2.40	0		0
	Wednesday Market per table		£9.45	£9.45	0		0
	Friday Market per table		£10.51	£10.51	0		0
	Saturday Market inside per table		£15.76	£15.76	0		0
	Saturday Market Outside - Small		£11.56	£11.56	0		0
	Saturday Market Outside - Large		£23.11	£23.11	0		0
Sunday Market per table		£10.51	£10.51	0		0	
Cemeteries	Cemeteries Service Charge	Discretionary				197,482	
	INTERMENT IN EARTHEN GRAVE: PERSONS 17 YEARS OF AGE OR UNDER: Stillborn and non viable fetuses (New ERB) New single depth grave in children's section (New ERB)		No Charge /No Charge	No Charge /No Charge			0 0
	New Single Depth (New ERB)		No Charge /No Charge No Charge /No Charge	No Charge /No Charge No Charge /No Charge			0

New Double Depth (New ERB)	No Charge /No Charge	No Charge /No Charge		0
New Treble Depth (New ERB)	No Charge /No Charge	No Charge /No Charge		0
PERSONS 18 YEARS OF AGE AND OVER:				0
New Single Depth (New ERB)	1650/3300	1667/3333	increase by 1%	0
New Double Depth (New ERB)	1934/3868	1953/3907	increase by 1%	0
New Treble Depth (New ERB)	3144/6289	3175/6352	increase by 1%	0
Re-opened grave to single depth - (New ERB)	1130/1790	1141/1808	increase by 1%	0
Re-opened grave to single depth (Transfer ERB)	1047/1047	1057/1057	increase by 1%	0
Re-opened grave to double depth - (New ERB)	1471/2131	1486/2152	increase by 1%	0
Re-opened grave to double depth - (Transfer ERB)	1319/1319	1332/1332	increase by 1%	0
Cremated remains in Garden of Remembrance	715/1430	722/1444	increase by 1%	0
Re-opened cremated remains - (New ERB)	715/1166	722/1178	increase by 1%	0
Re-opened cremated remains (Transfer ERB)	660/660	667/667	increase by 1%	0
Cremated Remains in new full grave	1205/2409	1217/2433	increase by 1%	0
BRICKED GRAVE:				0
Single Depth	2070/4139	2091/4180	increase by 1%	0
Double Depth	2820/5640	2848/5696	increase by 1%	0
Treble Depth	3564/7128	3600/7199	increase by 1%	0
RESERVATION OF GRAVE SPACE				0

Normal	297/741	300/748	increase by 1%	0
Cremated Remains	188/470	190/475	increase by 1%	0
RIGHT TO ERECT MEMORIALS				0
Normal Grave Space				0
All memorials for Children's Interments	No Charge	No Charge		0
Headstones	220/440	242/484	increase by 10%	0
Memorial Vases or Tablets	138/275	152/303	increase by 10%	0
Re-Erection of Memorial following safety testing failure	No Charge	No Charge		0
Replacement of existing memorial	88/176	97/194	increase by 10%	0
Cremation Plots				0
Memorial Vases or Tablets	138/275	152/303	increase by 10%	0
ADDITIONAL INSCRIPTIONS ON MEMORIALS	88/88	97/97	increase by 10%	0
Re- gilding of existing Inscriptions on all memorials	88/88	97/97	increase by 10%	0
EXCLUSIVE RIGHT OF BURIAL FOR FULL GRAVE PLOT				0
Initial Issue	660/1320	667/1333	increase by 1%	0
Each subsequent transfer	578/578	584/584	increase by 1%	0
EXCLUSIVE RIGHT OF BURIAL FOR CR PLOT				0
Initial Issue	451/902	455/911	increase by 1%	0
Each subsequent transfer	396/396	400/400	increase by 1%	0

	Form of Assignment		36/36	40/40	increase by 10%		0 0
Allotments	Allotment plots	Annual Increase	£28.30 Per Plot	£28.30 Per Plot	0	2,419	0 0
Central Finance	External Fees	Staff Time Recovery	4,318	4,377	2.50%	4,377	107
Audit	External Fees	Staff Time Recovery	Various	2,250	2.50%	2,250	60
People & HR	Training	External Training (Raglan Training Centre)	Various	Various	0	50,000	0
People & HR	Payroll	Charges for late CHAPS payments	various	Various	0	10,000	0
Sub-Total Resources						594,033	167
ENTERPRISE DIRECTORATE							
Traffic & Road Safety	Road Closures		£2,000.00	£2,050.00	2.50%	157,178	3,834
	Access Markings & Events Signings		Various	Various	2.50%	9,322	227
Streetworks	Scaffolding Licence		£80.00	£82.00	2.50%	9,372	229
	Skip Licence		£80.00	£82.00	2.50%	9,567	233
	Section 50 Licence		£750.00	£769.00	2.50%	26,303	642
	FPN & RASWA Fees		Various	Various	0	59,953	0
Highways Development	Street Name & Numbering		50.00 - Name Change	51.00 - Name Change		36,381	
			£130 - New Address per property	£133 - New Address per property	2.50%		887
			£Varies - Multiple Plot/Property	£Varies - Multiple Plot/Properties	2.50%		2,931
			Various £130.00 Con 29 Various Charges	Various £133.00 Con 29 Various Charges	2.50%		77
	Highways Inspection Fees/278 fees/external/capital Dropped Kerbs		£40.00 - Highway extents plan	£41.00 - Highway extents plan		120,172	
	Land Search Income					3,150	

Floods & SUDS	Ordinary Watercourse Inspection Fee		£50.00	£50.00	0	34,507	0
	SABs Pre-Application Advice	Level 1 - Pre-App written advice (Rate by hectare area)	£180.00-£540.00	£180.00-£540.00	0		0
		Level 2 - Pre-App written advice + 1 meeting	£240.00-£660.00	£240.00-£660.00	0		0
		Pre-App Site Meeting (per Hr)	£50.00	50	0		0
	SABs Application	Pre-App Additional Advice (Per Hr)	£50.00	50	0		0
		Set By Statute (rate by hectare area)	£420.00-£1,750.00	£420.00-£1,750.00	0		0
Car Parking	Charges	Pay and Display Income	£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	£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	1,305,200	0
		Contravention Fees	£25/£50 - Low Contravention Fee £35/£70 - High Contravention Fee	£25/£50 - Low Contravention Fee £35/£70 - High Contravention Fee	0	351,600	0
		Residential Street Permits	£60.00	£60	0	2,850	0
		Residential Off Street Permits	£60.00	£60	0	7,150	0
		Season Ticket Off Street - Car Park Specific. (Drill Hall, Cinderhill, Rowing Club and The Station)	£137.50	£137.50	0	91,700	0
		Season Tickets Off Street - Long Stay	£430 pa. £220 6 months or £110 3 months	£430 pa. £220 6 months or £110 3 months	0		0
		Season Tickets Off Street - Short Stay	£540 pa. £275 6 months or £138 3 months	£540 pa. £275 6 months or £138 3 months	0		0
		Rents letting of car parks	£1,500 per visit depending on what it will be used for.	£1,500 per visit depending on what it will be used for.	0	3,450	0
		Recovery Fees	Various	Various	0	2,050	0
		Wayleaves & Easements	Various	Various	0	1,050	0
Catering	School Meals	Meal Price	£2.50	£2.50	0	978,000	0
Waste	Sale of Garden Bags to residents	Garden waste bags to residents	£18 per bag	£28 / bin		500,000	0

waste	Sale of bags to Trade	Green trade bags for residual waste	£2.65	£2.70	2% rounded	22,000	0
waste	Sale of bags to Trade	Trade sacks Red and Purple recycling	£17 for roll of 26 bags	£17.50	2.5% rounded	12,000	0
waste	Sale of Trade Bins SCHOOLS	Charge for collection and disposal	£11.95, £15.00, £18.00 and £23.70 for coll & disp chg,	£12.25, £15.40, £18.50 and £24.30 for coll and disposal	2.5% rounded	105,000	0
waste	Sale of Trade Bins EXTERNAL	Charge for collection and disposal	£11.95, £15.00, £18.00 and £23.70 for coll & disp chg,	£12.25, £15.40, £18.50 and £24.30 for coll and disposal	2.5% rounded	315,000	0
waste	Trade Notes	One off annual chg	£30.00	£31	2.5% rounded	12,000	0
waste	Sale of glass boxes to Trade	£26 per box per year to be collection per fortnight for 44L box	£26.00	£27	3.5% rounded	0	0
waste	Sale of glass wheelie bins to Trade	Charge per bin for collection and disposal for 140L £5 and 240L £8.00 collected fortnightly	Charge per bin for collection and disposal for 140L £5 and 240L £8 collected fortnightly	Charge per bin for collection and disposal for 140L £5.25 and 240L £8.50 collected fortnightly	5% for £5 to £5.25 and 6% for £8 to £8.50 both rounded	0	0
waste	Sale of trade cardboard tape	£7.50 per roll	£7.50	£7.75	3% rounded	0	0
Transport	Private MOTs	Fixed nationally	£54.85 for a Car MOT - Price Fixed centrally. Prices increase depending on size of vehicle	£54.85 for a Car MOT - Price Fixed centrally. Prices increase depending on size of vehicle	0	8000	0
Planning & Housing	Building Control Fees	Varies depending on type and size of work	Varies depending on type and size of work - Contact Building Control	Varies depending on type and size of work - Contact Building Control	0	413,150	0
	Development Control	Pre planning advice non statutory			2.50%	60,500	0
		FAST TRACK PLANNING APPLICATIONS R1 COMPLETION/PRE-PURCHASE CERTIFICATES R1 Section 106 Admin Fee Planning Searches Planning Applications - amending applications	Varies depending on type and size of work - Contact Planning Department	Varies depending on type and size of work - Contact Planning Department	0	3,050	0
					0	2,050	0
					2.50%	20,000	0
					0	2,100	0
					0	2,000	0
Housing	Housing Careline Alarms non business Careline Installation Charges	Weekly equipment rental	£4.50 per week per client £45 per installation est. of 200	£4.50 per week per client £45 per installation est. of	0	178,500	0
	Disabled Facility Grant Admin Fee	Charge for equipment installation	£950 per grant	£950 per grant	0	9,000	0
		Charge to client for arranging and administering home adaptation work.			0	84,500	0
Sub-Total ENTERPRISE						4,957,805	9,060
CHIEF EXECUTIVES							
Community Education			Various	Various	0	89,500	0

Libraries	Talking Books				0	3,766	0
	Video/DVS				0	7,550	0
	Sales Commission				0	17,600	0
	Discards				0	910	0
	Overdue Charges				0	10,500	0
		22p per day, max charge £15.00	22p per day, max charge £15.00		0		0
	Internet Usage	For concessionary groups, 12p per day, max charge £7.50	For concessionary groups, 12p per day, max charge £7.50		0	12,900	0
	Photocopying	£1.04 per half hour for non members	£1.04 per half hour for non members		0	3,170	0
	Reservation Fees (Inter Library Loans)	From 21p to 36p per sheet	From 21p to 36p per sheet		0	570	0
	Promotional Sales Commission				0	3,646	0
	Hire of Facilities	£4.30 per reservation	£4.30 per reservation		0	2,000	0
Sub-Total CEO						152,112	0
MONLIFE							
Leisure Sites	Sporting Equipment	Range from £1.45 - £30.00	£1.60-£24.30		2.5	21,884	534
	Swimming Badges	depending on item purchased	£2.95-£3.80		2.5	7,739	189
	Children's Clothing Resale	Range from £3.20 - £9.10	£10.50-£11.60		2.5	2,204	54
	Cafeteria		£0.65 - £10.70		2.5	263,066 27,316	6,416
	Vending	Range from 40p - £9.50	£0.30-£1.40		2.5	534,896	666
	Swimming Lessons	Range from 35p - £4.00	£5.35 per session		2.5	14,401	13,046
	Swimming Lesson 1-2-1	Range from £0 - £262.25			2.5		351
		1:1 Lessons £15.99 - £20.40	£17.75-22.20 per session		2.5	156,364	3,814
	Sport classes with Instruction		£3.90 per session-		2.5	281,677	6,870
	Swimming Pool Usage - No Instruction	Range from 0p - £105.00	£153.75 per block		2.5	35,106 52,531	856
	Casual Bookings	Range from £0 - £63.05	£0-£85.95		2.5	102,398 72,980	1,281
		Range from £6.00 - £45.80	£6.25-£54.95		2.5	129,919	2,497
	Play Centre Admissions	Under 1s Free - Toddlers			2.5	17,886	1,780
	Block Bookings Non Sports Hall	£3.10 - Children £4.35	£0-£4.55		2.5	21,269	3,169
	Outside Facility Hire (no block bookings)	Range from £4.30 - £47.25	£4.90-£54.95		2.5	69,393 1,333	436
	Sports Hall Hire (no block bookings)	Range from £4.30 - £47.25	£4.90-£60.85		2.5	52,531 256	519
	Hire of Sporting Facilities	Range from £6.00 - £45.80	£6.70-£54.95		2.5	16,800	1,693
	Hire of Swimming Pool	Range from £4.60 - £53.30	£4.90-£60.85		2.5		32
	Lettings (Room Only)	Range from £4.60 - £53.30	£4.05-£85.95		2.5		1,281
	Advertising	Range from £14.50 - £26.00	£18.95-£32.50		2.5		6
	Beauty Treatments	Range from £41.85 - £118.80	£5.95-£339.20		2.5		410
	Personal Instruction	Range from £3.10-£47.00	£3.20-£47.30		2.5		
	Sauna	Range from 0p - £52.50	£0-£210.15		2.5		
		Range from £1.10 - £18.70	£2.55-£20.40		2.5		

Leisure Fitness	Advance (Sale of Equipment)	Range from £2.10 - £14.20	£2.30-£8.20	2.5	14,401	351
	Personal Instruction	Range from 0p - £52.50	£0-£210.15	2.5	9,174	224
	Fitness Suite membership	Range from 0p - £357.05	£0-£335.00	0	1,220,230	0
	Exercise Classes	Range from 0p - £51.50	£0-£4.80	2.5	104,140	2,540
	Casual Bookings	Range from £6.00 - £45.80	£6.25-£54.95	2.5	24,908	607
	Advertising	Range from £41.85 - £118.80	£5.95-£339.20	2.5	256	6
	Fit4Life	Range from 0p - £51.50	£0-£16.40/month	0	183,100	0
	Toning Membership	Range from £8.95-£25.25	£8.95-26.25	2.5	74,928	1,828
Leisure General	Sports Classes with Instruction	Range from 0p - £105.10	Range from 0p - £107.72	2.5	15,580.00	
	Raglan CRC Lettings	Range from £14.15 - £25.40	Range from £14.50 - £26		3,500.00	380
Shirehall	Hire of Facilities	Range from £71.75-£4100	Range from £73.54£4203		41,800.00	
	Lettings (Room Only)	Range from £71.75-£4100	Range from £73.54£4203		23,000.00	
	Sale of goods & equipment	x2.5% for every good resold	x2.5% for every good resold	2.5	6,450.00	0
	Catering	Range from £3.85-£12.30	Range from £3.95-£12.60		14,200.00	
	Admission Charges Market Rents	Range from £1.25-£51.25 SLA with Monmouth TC	Range from £1.28£52.53 SLA with Monmouth TC		6,200.00 4,100.00	
Countryside	Rights of Way Orders	Recovery of Actual Costs	Recovery of Actual Costs	0	13,100.00	0
	Recharges External Bodies	Recovery of Actual Costs	Recovery of Actual Costs	0	103,515.00	0
Old Station	Old station Tintern Car Parking	£2.00; £17.40 (season).	£2.00; £17.40 (season).	0	25,932.50	0
	Old station Tintern Camping	£4.30	£4.40	2.5	1,800.00	0
	Old station Signal Box Hire	£65-£95	£66-£97	2.5	2,950.00	0
	Old station Tintern Sales Old station Tintern Catering	Variable event charges and shop sales Per rental agreement	Variable event charges and shop sales Per rental agreement	2.5 0	22,960.00 7,650.00	560 0
Caldicot Castle	Professional Fees	Range from £7.70-£1,540	Range from £7.90-£1,579		45,000.00 44,500.00	
	Bar Sales	Range from 51p - £56	Range from 52p - £57		27,950.00	
	Facility Fees	Range from £7.70-£1,540	Range from £7.90-£1,579	2.5	9,100.00	0
	General Events Educational Events	Range from £7.70-£1,540 £3.75 per child or £205 for a workshop	Range from £7.90£1,579 £3.85 per child or £210 for a workshop		1,000.00	
Chepstow TIC	Sale of goods & equipment	Range from 10p-£203	Range from 10p-£208	2.5	32,902.50	803 0
Museums	Sales VAT	Range from 10p-£203	Range from 10p-£208	2.5	14,708.75	359
	Sales Non Vat	Range from 10p-£203	Range from 10p-£208	2.5	6,303.75	154
	Refreshments	Range from £1-£1.54	Range from £1-£1.57	2.5	1,588.75	39
	Hire of Facilities	Range from £0-£1280	Range from £0-£1312	2.5	973.75	24
	Exhibitions Commission	25% plus VAT	25% plus VAT	2.5	51.25	1
	Educational Events	Range from £102.50-£205 per school	Range from £105-£210 per school	2.5	20,500.00	0
	Photocopying			2.5	46.13	1
	Learning	Educational Events	Various	Various	2.5	27,265.00

		Residential outdoor education visits	Avg Per pupil: Primary £230 Secondary £242 Various	Avg Per pupil: Primary £236 Secondary £248 Various			
Outdoor Education	Lettings Souvenirs				2.5 2.5	717,500.00 2,050.00	0 0
Sub-Total MonLife						4,757,262	54,442.30
Total Fees and Charges Proposed Increase 2021-22						10,461,212	63,669.39

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Legal and Land Charges	Senior Responsible Officer:	Matt Phillips
Your Ref No:	PCEO0001	Operational Lead Officer:	Matt Phillips
Version No:	1	Directorate:	CEX
Date:	9 Dec 20	Section:	Legal and Land Charges

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

322. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Two key pressures are being submitted:

1. A reduction in the Land Charges income target of £40,000
2. A removal of the Commercial Law income line that is specifically tied to the investment activity of the Council (£40,000).

323. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

1. Land Charges income target was set a number of years ago following an unusually good year and has not hit the target since. The overall overspend last year was £32,721 and with the housing market closed down for the wave one Covid lockdown this FY, and no guarantee of WG payment for that lost income, there is little chance of an improved outturn this year. The Covid hangover that will extend into next year and post-Brexit impact is unknown, but any dent in consumer confidence impacts the housing market and so this is being factored in to this negative outlook for next year too.
2. There has been a Commercial Law income target for about 5 years now and it has been increased as the team and capacity has grown. Last year, a discrete income line was added on top of the existing income line to reflect the ambition of the investment committee within the asset management strategy. The recent impact of Covid and subsequent Investment Committee decision to pare back ambition means that the income targets for Estates, and the consequential for legal, will not be achievable. This pressure is therefore to remove that bespoke line.

324. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	

Legal – Commercial Law Income Shortfall	857	40			40			40
Land Charges – Search Income Pressure	(24)	40			40			40
TOTAL	833	80			80			80

325. 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)
Application to WG for income shortfall in 20-21		

326. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	Y	Investment Committee and subsequent Council report refers.

327. 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?

328. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

Additional advertising has taken place to seek to increase land charges income but the market is highly competitive and not nearly as constrained as MCC is (we have to provide the service, and most charges are set by statute).

329. 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	

330. Up-front Investment Requirement

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

331. Consultation Describe any initial consultation that has been or needs to be 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		

332. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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				

333. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
CV and Brexit impact	Both events are known, though the impact is difficult to assess	

334. 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
Land Charges	Income total				

335. 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	Land charges continues to work with Land Registry across UK to increase the digital architecture.

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Welsh Language Translation	Senior Responsible Officer:	Matthew Gatehouse
Your Ref No:	PCEO0002	Operational Lead Officer:	Alan Burkitt
Version No:	0.1	Directorate:	CEO
Date:	14 December 2020	Section:	Policy and Governance

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

336. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

To recognise increasing costs associated with Welsh Language Translation

To ensure that the budget for Welsh language translation budget reflects the true costs of delivering the service. This will ensure that the Council is able to meet its legal requirements under the Welsh Language Standards.

337. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

We have experienced year on year increases in the volume of material requiring translation. In the coming years there are key policy areas which will result in a growth in material requiring translation including the Local Development Plan and Well-being Plan. While unit costs have been maintained at a low level the growth in volume is leading to cost increases that cannot be managed and it is recognised that the budget should be uplifted to reflect this position.

Welsh Translation Costs - last 3 years

	2018	2019	2020
Actual	70,318	80,391	82,000 (fcast)
Budget	62,703	53,961	60,053
Overspend	7,615	26,430	21,947

338. 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.

					Target year	
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Service area	Current Budget £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	Total Budget Change Proposed £'000
Welsh Language	111	22			22			

339. 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)
There are no available external funding routes.		

340. 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 ?	N	
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	Options appraisals have previously been undertaken including outsourcing the service and recruiting in-house translators. However the current arrangements have been found to be the most cost effective way to deliver the service.
Will this proposal require any amendments to MCC policy?	N	

341. 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?

342. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

Generating income to offset by co-ordinating translation for other organisation is undertaken on an ad-hoc basis.

An options appraisals has been undertaken and confirmed that the current arrangements are the most cost effective method of delivering the service and meeting our statutory obligations. Annual meetings are held with the Welsh Language Commissioner to ensure that our practice remains in line with the requirements of the standards.

343. 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	

344. Up-front Investment Requirement

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

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

Consultee	Description	Date (delivered/planned)
No Consultation Required		

346. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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 risk that we do not meet our legal requirements under the Welsh	operational	Mystery shopper exercise conducted annually by the office of the Welsh language commissioner was	low	Continue to work with departments to ensure compliance with the standards

Language Standards		generally positive but highlighted a number of areas requiring improvement		
Potential Risk that we do not make material available in Welsh, lessening the ability of people to use the language in everyday life	operational	As above	low	Continue to work with departments to ensure compliance with the standards Conduct our own mystery shopper exercises Proactive translation and conducting audits of material such as signage

347. Assumptions

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

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

348. 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	Overspend/underspend		Balanced budget		
Customer	Milestone: Positive feedback from Welsh Language Commissioner		milestone		
Process	Number of webpages identified where the Welsh translation was missing or lacked content compared to the English page		<10		

349. 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	This has been possible from investment in digital technology which has resulted in more efficient administrative arrangements.

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Contact Centre	Senior Responsible Officer:	Matthew Gatehouse
Your Ref No:	PCEO0003	Operational Lead Officer:	Amanda Southall
Version No:	0.1	Directorate:	CEO
Date:	14 December 2020	Section:	Policy and Governance

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

350. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

**To reverse a previously identified saving of £60,000 which has provide undeliverable
To secure funding of an additional FTE member of staff to meet increased demand for telephony**

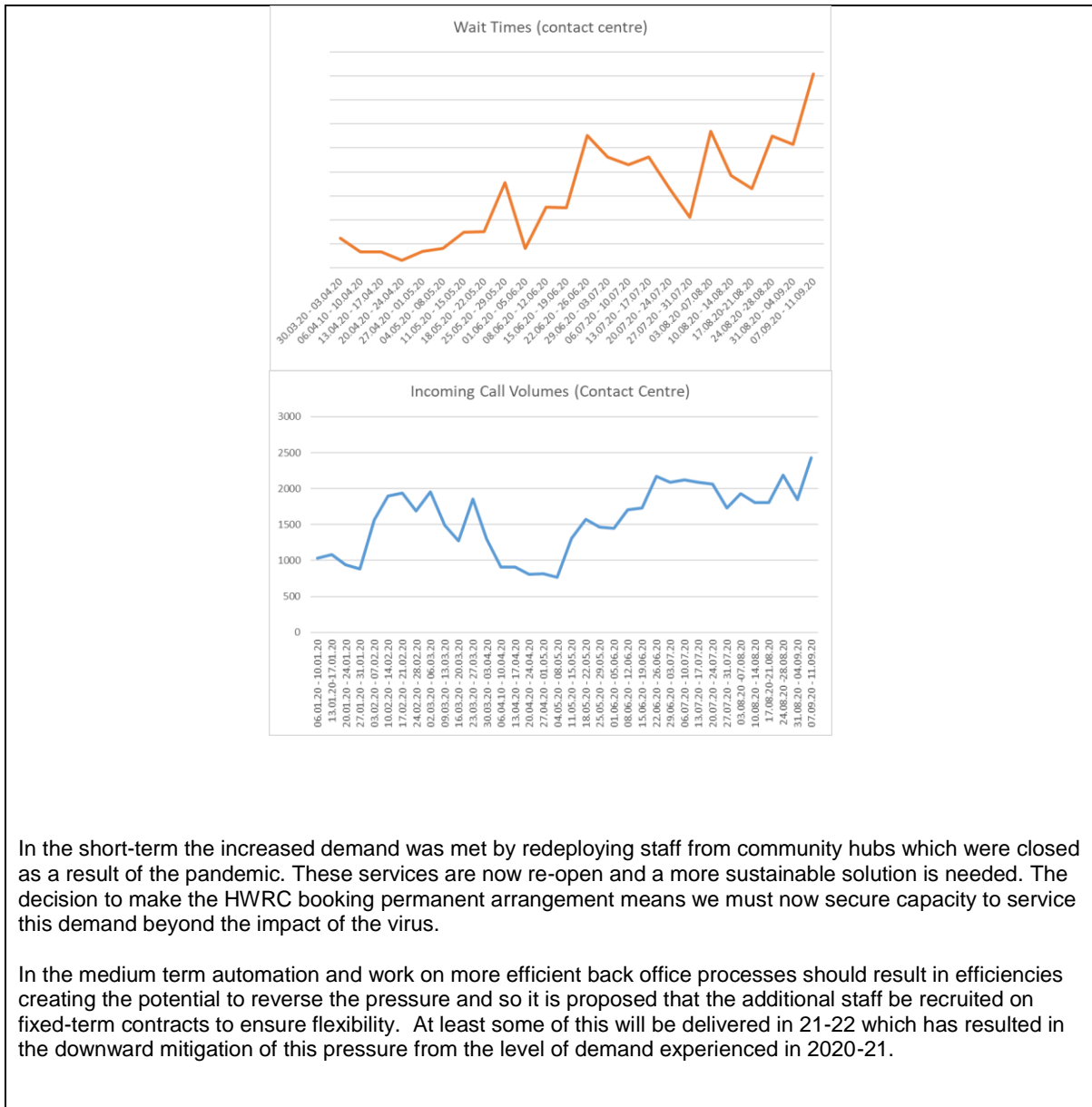
Immediately prior to the pandemic a re-structure proposal was developed for the contact centre. This was to capitalise on opportunities for self-service created by our app and chatbot. While self-service has increased, COVID-19 has led to significant pressure on telephony and this, combined with local staffing issues, has meant it has not been possible to deliver the saving. The demand increase from customers has also created additional pressures in the service and created a need to bolster staffing to maintain service levels and halt an increase in wait times. These have been compounded by service transformation in other areas leading to increased call volumes.

351. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

COVID-19 has led to significant increases in the volume of phone calls. These have doubled from c.1,000 a week to 2,000 a week.

The introduction of a booking system for Household Waste Recycling Centres has also been an influencing factor. On a service-level this has been a success. A digital form was introduced quickly and 80% of people self-serve. However the remaining 20% has resulted in an additional 500+ calls per week into the contact centre from this service alone.

This has led to longer queue times and increasing levels of frustration, including calls from people who have struggled with the self-service form and then been held in a long queue to book over the phone.



352. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
Contact Centre	412	60			60			60
Contact Centre	As above	33			33			33
Total	412	93			93			93

353. 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)
COVID Pressure – Increased volume in telephone calls is driven by service adjustments made as a result of COVID-19	Welsh Government	Not appropriate for 21-22 onwards

354. 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	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 an initial Wellbeing & Future Generation Assessment being undertaken?	Y	No significant impacts have been identified. Moves towards self-service will not be made by sacrificing telephone access which tends to be used by a higher proportion of older people and those who are digitally excluded for socio-economic reasons or those of rurality.
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

355. 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?
Any pressure in one area presents an opportunity cost from the alternative uses for that funding	Unknown -	negative

356. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

Work undertaken by Waste Service to improve the usability of the HWRC booking form should increase the level of self service above current levels of 80% - However, for both reasons of customer preference, socio-economic factors and levels of digital exclusion there will always be a need to provide a telephony service.

Work is underway to streamline back office processes increasing automation of administrative tasks freeing up staff capacity for front-line customer support using a process called robotic process automation

Continued development of our app and chatbot will make self-service appealing to more customers, reducing pressure on telephone calls.

These factors have resulted in the actual pressure sought being managed down from £125,400 to £92,700 and will create the potential for savings in future years. However it is too early to quantify these with work on automation underway.

357. Additional Considerations:

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

358. Up-front Investment Requirement

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Work with the Digital Programme Office and external contractors to progress automation and streamlining of back office processes	Digital Programme Office	

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

Consultee	Description	Date (delivered/planned)
Cabinet Member	Informal briefing	26/11/20

360. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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 risk that back office / process improvements will not impact on demand levels	operational	Technology being used is still in its infancy	medium	Engagement of staff at an early stage
Potential risk that future increased in COVID cases will add further pressures into the service	operational	Return to normality is dependent on successful roll-out of a vaccine	Medium	Roll-out of vaccine Ability to re-deploy staff from hubs to contact centre if front-line services are required to close during any future hard lockdown

361. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Retention of HWRC booking system	Cabinet decision to continue the booking scheme	Cabinet
Ability of automation to reduce demand for telephony	Track report of selected partner to deliver robotic process automation for other partners thereby mitigating down the upward pressure on call volumes	n/a

362. 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	Average Queue Time (Mins)		<2:00	<1:15	
Customer	Missed Calls (%)		<17	<10	
Process	Total Calls (#)		<75,000	<65,000	

363. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	Support for Robotic Processes Automation is already in place and has been procured via SRS
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	This is factored in and is reflected in the comments in the above sections

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Business Support Costs	Senior Responsible Officer:	Matthew Gatehouse
Your Ref No:	CEO003	Operational Lead Officer:	Matthew Gatehouse
Version No:	0.1	Directorate:	CEO
Date:	14 December 2020	Section:	Policy and Governance

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

364. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

**To reduce the business support staffing provided by senior management team
To reduce the non-staff budget allocated for member support following several successive years of underspends**

To delete the post of Chief Executive's Personal Assistant. This has been made possible as more of the business support functions provided to senior managers have become self-service reducing the need for dedicated administrative support.

To reduce the budget for members' supplies and services – Councillors have been making increased use of technology to hold meetings, reducing travel costs and other expenses year-on-year. As a result it is possible to reduce the non-staff budget that funds by a corresponding amount enabling it to be re-invested in service delivery.

365. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

The evidence for changes to business support are based on feedback from senior leadership team who have identified a reduced need for the type of support delivered as the pandemic has accelerated self-service and the use digital technologies to arrange and co-ordinate activity

The evidence for reducing the budget for members' costs has been identified as a result of year-on-year underspends as councillors have reduced travelling costs and other expenses such as printing and consumables. The Local Government and Elections Bill will consolidate moves to remote attendance further reducing revenue costs. This will result in the need for further investment in technology. These will be capital rather than revenue costs. The future costs of renewing technology in the council chamber have already been incorporated into the Capital programme and the refresh of members Surface Pro devices will also be capitalised when these need to be upgraded.

Members Supplies & Services - Spend for last 3 years

	2018	2019	2020
Actual	12,449	25,751	16,099 (fcast)
Budget	30,414	29,313	45,618
Underspend	- 17,965	- 3,562	- 29,519

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366. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
Business Support	70		(17)		(17)			
Members Costs	1,030		(15)		(15)			
Total			(32)		(32)			

367. 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)
Digital Democracy Fund	Welsh Government	Fund will be opened in 2021

368. 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	Aligns with commitment to open up democracy (#20 of 22) - Develop remote access and attendance at meetings to maximize participation And Explore and embed new ways of working including collaborative technology (#21 of 22)
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	As above
Will this proposal require any amendments to MCC policy?	N	

369. 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 pressure to support digital meetings	Local Democracy Team	There is a negative impact on workloads within the team as it takes more capacity to support an

		online, live streamed meeting that a physical one

370. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

n/a for budget savings

371. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	The member of staff has been consulted and this is being taken forward as a voluntary redundancy
Will this project have any legal implication for the authority?	N	

372. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)
Chief Executive's PA	Informal Consultation	1/12/20

374. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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	Mitigating Actions

			assessing the probability & impact	
Risk that gains made in agile working cannot be sustained post-pandemic	operational	Behaviour change has partly been driven and accelerated by necessity and may not be sustained once the imperative to work remotely dissipates	Low	Continue to ensure effective digital arrangements which are seen as a viable alternative to physical meetings.

375. Assumptions

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

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

376. 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	Overspend/underspend		Balance budget		
Process	Percentage of meetings which are delivered as hybrid/remote once we move beyond these being a necessity.		>10%		

377. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	Technology is already in place to optimise more efficient ways of working.
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	Continual improvement in digital processes and technology will embed practice and help sustain remote and agile working practice which continue to minimise the costs of administrative arrangements

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Landlord Services Pressures	Senior Responsible Officer:	Debra Hill-Howells
Your Ref No:	PRES0002	Operational Lead Officer:	Debra Hill-Howells
Version No:		Directorate:	Resources
Date:	3 rd December 2020	Section:	Estates

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

378. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

When the 20/21 budgets were being established additional revenue income targets were allocated to the Estates team aligned to the commercial strategy and the Councils investment ambitions. As a result of the pandemic these additional income ambitions have not been realised and it is unlikely that they will be in the short to medium term. As a result it is proposed that these additional income streams are not capable of resolution and that they are instead acknowledged as pressures.

379. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Identified pressures are:

Development Company Income Target - £100k. As a result of the pandemic the LDP process has been delayed, which means that we will not know the outcome of submitted candidate sites until December 2022. A key requirement of establishing a Development Company is an established pipeline of sites, this means that the Development Company is unlikely to be established in the next 12 months so this target is unachievable.

Additional Commercial Income - £200k. In the light of the pandemic, Investment Committee have taken the decision not to progress with any further investment activity unless grant funded or meets a wider policy aim. The additional income stream will therefore not be possible in the short term and it is requested that this is acknowledged as a pressure.

Cemeteries Income Pressure - £31k. The cemetery service has been unable to meet the total income target for a number of years due to changing burial habits. It is requested that £31k be removed from the income target.

380. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	

Commercial Income	809,355	200,000			200,000			200,000
Development Company Income	100,000	100,000			100,000			100,000
Cemeteries	140,862	31,000			31,000			31,000

381. 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)

382. 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	Commercial income & Development Company required as part of the Future Focussed Council. The current income targets are unrealistic in the current pandemic.
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

383. 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?
Loss of potential revenue for front line service areas	All service areas	Negative

384. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

Council decisions have been taken that prevent any further investment activity and the delay in the LDP has temporarily delayed the implementation of the proposed Development Company. It is therefore not possible to mitigate these income targets.

The cemetery service is not created to generate income targets, but instead provide a welcoming and supportive environment for those families dealing with bereavement. Changing burial habits and lack of capacity are preventing this income target being realised.

385. 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	

386. Up-front Investment Requirement

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

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

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

Consultee	Description	Date (delivered/planned)
Investment Committee	Decision on investment activity	September 2020
Cabinet	Decision on Development Company	December 2020

388. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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

389. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Current pandemic will continue to impact on property and commercial markets.	Falling capital values, failure of commercial tenants or CVA's.	Investment Committee

390. 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

391. 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	

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Accommodation Review & disposal of surplus assets to realise capital receipts and revenue savings.	Senior Responsible Officer:	Deb Hill-Howells
Your Ref No:	RES0002	Operational Lead Officer:	Nick Keyse
Version No:		Directorate:	Resources
Date:	24.11.20	Section:	Estates

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

392. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

A review of the Councils assets has been undertaken to determine which could be rationalised in order to generate a capital receipt and reduce revenue expenditure. We have also had regard to the current market conditions as we would not wish to recommend a 'fire sale' of assets where capital values are depreciated due to the current pandemic. It is also acknowledged that the relinquishment of operational assets needs to be driven by service areas as they redefine service models and adapt to changing needs and demands.

The delay in the progression of the LDP will have an impact on the longer term supply chain, hence the review to date has not considered assets that have been submitted as candidate sites through the LDP process.

The core objectives of this proposal are to :

- Realise capital values
- Reduce spend on accommodation overhead

The assets considered for disposal are attached in Appendix 1

393. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

Without testing the market to determine capital values, at this stage the anticipated capital values are based on assumptions and may vary at the point that the assets are disposed, particularly given the current volatility of the market. In some instances we will need to work with services to agree vacation dates, therefore timescales are uncertain.

Revenue savings for operational accommodation are not being considered to avoid double counting as it is assumed that these will be released by the service areas. No revenue savings are being factored against released County Farms holdings to offset the loss of rental income.

Given the changing nature of the office environment, it has been determined that there is capacity to make savings against the operational budgets of central accommodation and Usk accommodation as detailed below.

394. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	

Usk Accommodation (P105)	320		25		25			25
Central accommodation	272		25		25			25

395. 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)

396. 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	Aligns with future focussed council and the ambition to reduce revenue expenditure
Has an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	It is assumed operational assets will be subject to separate mandates.
Will this proposal require any amendments to MCC policy?	N	

397. 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?
Reducing central and usk accommodation budgets may impact on users, should building occupation return to pre covid working practices as this will increase running costs (assumed annual uplift in utility charges) and wear and tear on the buildings	All building users	Potentially negative, but this will be offset by the changing spaces work designed to capitalise on existing working practices.

398. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

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399. 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	

400. Up-front Investment Requirement

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
The changing spaces project is commissioning a space planner to work on the proposed changes for County Hall	Existing revenue budgets will fund external capacity / expertise	

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

Consultee	Description	Date (delivered/planned)
None (central and usk accommodation)		
Operational accommodation	Services are leading initial consultation with staff and service users and will be covered under separate mandates	
County Farms	Consultation was undertaken with tenants at the point the asset management plan was written and the holdings were defined as core or non-core.	
County Farms & Sextons cottage	Will be subject to a separate Cabinet report	Jan 2021

402. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
That the reduced budgets result in us being able to meet on-going running costs or repair the building in accordance with legislation.	Operational	Reducing the budget at the current point is uncertain as the way of working is going through a period of rapid evolution.	Low	We will continue to review based on evolving legislation and work practices and will ensure that staff are engaged in the changing spaces programme.

403. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That operational savings can continue to be made through changed working practices	The implementation of Teams software has resulted in staff and members being able to work and connect remotely. It is anticipated that remote working will continue post covid enabling a change in the way that we work and how buildings are used.	SLT

404. 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
That budget impact is neutral	Budget on balance at end of financial year				
Buildings are operated in a safe and compliant way	The number of accidents or near misses that arise.				

405. 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?	Y	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	Y	Improvements to the existing desk booking system so that desks can be booked by half days not full days.

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	FutureMon – Budget Pressures/Mileage Savings/Staff Secondment Savings	Senior Responsible Officer:	Debra Hill-Howells
Your Ref No:	RES0003	Operational Lead Officer:	Deb Jackson
Version No:		Directorate:	Enterprise/Resources
Date:	26.11.20	Section:	Fleet/FutureMon

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

406. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

Pressures

FutureMon £112k

The base budget was stripped in 19-20 to reflect cross-cutting savings made to Agency and Mileage budgets across MCC. These were to be distributed to services once the individual savings were identified but this never happened leaving a budget pressure within FutureMon that needs to be funded.

Savings

Departmental Mileage Savings - £71k

Mileage expenses in 19/20 amounted to £759,379 which not only is a significant financial consideration, but also has an environmental impact as the grey fleet is predominantly traditional petrol and diesel vehicles. The current pandemic has had an impact on some Service areas as they have embraced digital working and instead of travelling to sites for meetings, have instead been able to work remotely. In some areas the savings have been significant, CEO are anticipating a 90% reduction, Resources 84% and Monlife 82%. Front line services as you would expect have seen less dramatic reductions, Enterprise 40%, CYP 29% and SCH 7%. In order to capture current savings and change current behaviour this mandate proposes the following:

- Mileage savings are proposed to capture the workplace changes that will reduce unnecessary travel in the longer term e.g. travelling to different venues to attend meetings.
- A review is undertaken of high mileage users to determine if a leased fleet vehicle should be provided and located at an appropriate council base.
- A move to a pool fleet where all officers will be required in the first instance to use a pool vehicle and will only be able to claim mileage if a pool vehicle is not available. This will require a new policy to be drafted, consulted upon and if agreed managers to enforce it. It will also require the implementation of a simple booking system, vehicles to be located in accessible locations and effective management and cleaning of the vehicles. The vehicles should be at a minimum hybrid and where infrastructure allows, electric to support our climate change agenda.

Proposals 1 and 2 can be achieved in 21/22, but it is likely that proposal 3 will take longer to implement given the need to introduce a new policy and procure software and vehicles.

FutureMon Staff Secondment Savings - £44k

A member of staff has been seconded to WG – the secondment could last until 2023/24 so it is proposed that we offer up the annual saving until the employee returns to our service.

407. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

FutureMon Budget Pressure – N/A

Departmental Mileage Savings

Mileage Analysis Apr-Sept - Forecast							
Direct	Department	Apr-Sept 2019-20	Apr-Sept 2020-21	20-21 Forecast			Budget 21
				Total 2019-20	Straight Extrapolation of 20-21 YTD	Variance To 19-20 Actual	
CEO Total		16,665	1,707	33,827	3,415	- 30,412	34,412
CYP Total		21,571	5,106	43,618	10,211	- 33,406	14,410
ENT Total		50,083	28,143	101,083	56,285	- 44,798	93,084
MCCSCH Total		17,593	867	33,821	1,733	- 32,087	26,050
MONLIFE Total		11,021	2,210	24,762	4,420	- 20,342	24,245
RES Total		10,854	2,386	22,257	4,772	- 17,485	29,088
SCH Total		253,536	# 159,262	500,012	318,525	- 181,488	340,844
Grand Total		381,325	# 199,681	759,379	399,361	- 360,017	562,132

The above illustrates the actual spend against budget in 19/20 and the projections for 21/22. As a result of these projections, it is proposed that the following savings are implemented:

Direct	Budget 20-21	% Saving Against Budget	Suggested Savings
CEO Total	34,412	45%	15,485
CYP Total	14,410	10%	1,441
ENT Total	93,084	16%	14,893
MCCSCH Total	26,050	0%	-
MONLIFE Total	24,245	10%	2,424
RES Total	29,088	39%	11,344
SCH Total	340,844	7.5%	25,563
Grand Total	562,132		71,152

The above proposals will account for proposal 1 and 2, however it is accepted that there may be additional savings that will accrue through the introduction of pool vehicles for high mileage colleagues.

FutureMon Staff Saving – N/A

408. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
FutureMon Budget Pressure	(71)	112			112			112
Departmental Mileage	562		(71)		(71)			(71)
FutureMon – Staff Saving			(44)		(44)		44	0
Total		112	(115)		(3)		44	41

409. 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		

410. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	Y	For proposal 3
Will this proposal require any amendments to MCC policy?	Y	Will need to implement a new mileage / travel policy

411. 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?
Reduced mileage budgets	All service managers	Positive on budgets and environment – negative to colleagues who may have to switch to pool vehicles and therefore travel to a base to collect them

412. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

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413. Additional Considerations:

Question	Y/N	Comments/Impact
Will this proposal have any staffing implications?	Y	Mileage - Indirectly, no staff will be lost, but the proposal may cause inconvenience to staff and will require a policy change regarding the use of grey fleet.
Will this project have any legal implication for the authority?	N	

414. Up-front Investment Requirement

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Mileage - Option 2 and 3 will require additional fleet vehicles and software. The costs of these are yet to be determined.	Externally procured, costs to be procured from savings.	

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

Consultee	Description	Date (delivered/planned)
Staff and unions	Mileage - For proposal 3, there will be a requirement to implement a new policy that prioritises the use of pool vehicles over the use of grey fleet. In addition a review will be undertaken of high mileage claimants and the potential to switch these to pool vehicles.	

416. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
Mileage savings cannot be captured post covid as staff resume former working practices.	Operational	Existing shortfall in mileage claims is a result of the requirement for staff to work remotely, where possible. When staff are allowed to return to the office this may result in increased journeys.	Medium	Managers will need to support and encourage colleagues to continue to use digital solutions when attending meetings etc to avoid unnecessary travel. Managers will need to work with high mileage colleagues to consolidate or reduce travel and where possible switch to hybrid/electric pool vehicles.
Colleagues will be resistant to the use of pool vehicles	Operational	During the current pandemic there will be concerns amongst officers using pool vehicles. There are cleaning regimes in place and these will need to be effectively managed in each location. In addition pool vehicles will be less convenient to colleagues who will need to travel to a base to collect them.	Medium	All pool car users to be provided with training on how to use fogging system and effectively clean vehicles. Fleet colleagues to work with managers to identify locations for pool vehicles to make them more accessible for colleagues to use.

417. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
That business travel will continue to be reduced post covid as digital and remote working are embedded in MCC operating practices	There has been a significant reduction in mileage in the current year in all directives bar SCH. Whilst it is accepted that not all services have been operating at pre covid levels, most services are functioning and undertaking normal business duties. The implementation of digital technology has reduced the need to travel on business duties and it is anticipated that this will continue (to a lesser extent) post covid.	SLT

418. 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 reductions are met		71	71	71
Process	The use of the grey fleet is reduced (no of business miles)		tbc		

419. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	Additional pool vehicles to be used by colleagues for business travel.
Will this proposal impact on the authorities built assets?	Y	EV charging points will need to be available at sites to facilitate the transition to an electric fleet
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Increase in SRS Budget Contribution	Senior Responsible Officer:	Sian Hayward
Your Ref No:	PRES004	Operational Lead Officer:	Sian Hayward
Version No:	1	Directorate:	RES
Date:	16/12/2020	Section:	ICT

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

420. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

- 1) The new SRS budget requirements for 21-22 have been released and approved by the Finance & Governance Board. This proposal is a request to increase the authority's IT budget by £106k in line with the 21/22 requirement.
- 2) Additional budget to pay for cybercrime software that has been identified as being essential to continuing system security. £40k

421. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

SRS Budget Contribution

The below working highlights that our budget contribution to SRS next year will be £98,485k higher than available budget.

MCC Budget		Anticipated MCC Budget As Per MTFP Model
20-21		21-22
1,656,294	Employee Related	1,701,842
476,688	Other	476,688
2,132,982	Total MCC Budget	2,178,530
	Total Required SRS Contribution 21-22	2,237,015
	Additional Funding Req'd 21-22	58,485
	Main Reasons for Increase :-	
	Contracts (incl Office 365)	41,957
	Rack Rental Charge	10,341
	CCTV Charges	11,417
	Offset by Reduction in PSBA lines	- 4,568

	59,147
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The main reason for an increase in costs is that licencing in Microsoft Enterprise Agreement is being renewed with enhanced security for mobility, and an increase in the number of employees becoming digitally enabled.

Cybercrime Software

For several years the Information Security Leadership Board (which is held between our SRS partner SIROS, the SRS and independent security advice service) has discussed the need for a SIEM system to detect any security incidents and events attacking our infrastructure. Early notification of these 'events' is critical to detect any ransomware and other cyber attacks before they become widespread and we are unable to easily mitigate against them. Without a SIEM, attacks are allowed to grow into catastrophic incidents. The importance of a SIEM solution is magnified by the growing sophistication of attacks and the use of cloud services which only increase the number of vulnerabilities in a network infrastructure. During a normal working day there are many thousands of emails, transactions and online processes being run that can be infiltrated by hackers to steal information and money. Now that we are increasing our presence in cloud based solutions a SIEM is critical to ensure we capture and contain any events. A SIEM can also enable us to predict events to implement preventative solutions before a problem arises.

The ISLB have commissioned the SRS to tender for a SIEM solution that can be implemented and shared with the SRS partners to decrease the cost impact for each one. The current cost estimate for a good SIEM system is £40,000 per partner, though until the tender exercise is completed we will be unable to estimate the cost with certainty as the market varies in the complexity of SIEM solutions.

422. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
ICT - SRS	2,133	59	0		59			59
ICT – SIEM Cybercrime Software		40			40			40
Total	2,133	99	0		99			99

423. 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)
NONE		

424. 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	This proposal will assist with all of the principles in the Corporate Plan by ensuring our schools and learners have safe and adequate connectivity, that our communities can take advantage of the opportunities that internet connectivity brings, can help us reduce our environmental

		<p>impact by reducing travel, and prepare our communities for the future in a digital world.</p> <p>In addition the procurement of a SIEM system is aligned to the Corporate Risk register mitigation of cyber crime.</p>
Has an initial Wellbeing & Future Generation Assessment being undertaken?	Y	All major projects undertaking in the digital arena are supported by business cases and reported to Cabinet where Future Generation Assessments are taken. This increase in costs is for the whole of the ICT infrastructure support of the council, without which we would be unable to take advantage of digital projects that reduce our carbon footprint, increase accessibility for council services and protect our vulnerable communities from lack of digital inclusion.
Will an option appraisal be required?	N	This is part of normal budget setting processes, and all options are negotiated as part of that. This isn't an isolated initiative where different options need to be appraised in isolation.
Will this proposal require any amendments to MCC policy?	N	

425. 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?
Enhanced licencing for extra mobility and cyber security		

426. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

The pressure arises mainly from the need to procure additional Microsoft Enterprise Agreement licences for an increase in the number of employees now adopting digital working methods. In addition to the increase in numbers of licences they are enhanced to include greater security for our very mobile workforce. Wherever possible new technology will be adopted to increase automation and reduce costs, though this will benefit Service Departments in MCC as opposed to the SRS budget.

427. 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	

428. Up-front Investment Requirement

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

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

None		

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

Consultee	Description	Date (delivered/planned)
SRS Finance and Governance Board	The F&G Board scrutinises the SRS budget and agrees it Collectively between the Partners (Torfaen, Blaenau Gwent, Gwent Police and Newport)	

430. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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 cyber crime resulting in loss of data, business continuity or money.	Corporate risk register entries referring to : Investment in Digital infrastructure and connectivity	The risk of cyber crime is increasing, particularly since the onset of Covid and the increasing remote working agenda online services. SIEM is a system that identifies any unusual activity across our communications networks and systems. Manual monitoring of this activity is impossible with the many thousands of daily transactions across our networks. Though we have excellent firewalls and cyber security already built into our systems with the SRS (especially in line with the police being a partner and requiring higher security) there is always a threat that cyber criminals will permeate the network in some way. Early identification of such events via an automated system is therefore	Medium	Procurement of a SIEM event management system to automatically monitor any attempts to infiltrate the network and infrastructure and take early evasive action.

		critical in order that any infiltrations are stopped in their tracks before they do too much damage.		

431. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Increase in ICT licence numbers	The increase in the cost and volume of licences for the Enterprise agreement is based on a modelling of the increase in demand through digital design of systems and processes. This digital design will impact on licence numbers and this is not known with certainty for the year ahead at this point. The actual licence costs are stable but the numbers are not.	Sian Hayward
The cost of renewed Enterprise licencing agreement. The Enterprise Agreement was renewed in January, and the new agreement reflects a completely different way of licencing our workforce, with built in mobility and security features.	The assumption in this case is that more/less/different licences will be necessary for advancements such as integrated telephony and comms that require a different sort of licence at additional cost. The licence costs for integrated comms will not be known until a quote is received and the licences procured.	Sian Hayward
The procurement of a SIEM system	An invitation to tender has been issued for a SIEM system. An estimate is very difficult as suppliers have indicated very different costs for the provision of this service. The current estimate is very much an estimate only though has been estimated at the higher end of a system	

432. 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 SRS technology budget is fully monitored for the effect of changes through – SRS finance and governance board	F&G board attended by MCC S151 officer and partner S151 officers. Detailed discussions of future projects and service delivery are submitted to the F&G Board through the SRS Business and Collaboration Board. This structure enables the S151 officer to understand the impact on budgets and savings at a detailed level.				
Quarterly Finance and budget monitoring meetings					
Monthly delivery group meetings	MCC finance managers and the Head of Digital meet to assess the effect of savings				

Information Security Leadership Board	<p>proposals or investments upon the SRS budget.</p> <p>The delivery Group is where performance reports are monitored for SRS cyber security, project delivery, efficiency savings, infrastructure investments, helpdesk performance and staffing changes.</p> <p>Primarily this board is to discuss information security and management. It is attended by SIRO's as well as MCC Head of Digital to identify security threats for information. It receives performance reports and advice from the partner external security service as well as the SRS response to any security threats. This group can also refer suggested improvements to service to the Business and Collaboration Board.</p>				

433. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	Y	The procurement of a SIEM event management system is critical to cyber security. The SRS has issued an invitation to tender for a SIEM system, and the cost will be shared by all SRS Partner organisations.
Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	Yes collaboration with SRS partners to reduce costs
Will this project benefit from digital intervention?	N	It is in itself a digital intervention.

2021/22 Initial Saving and Pressure Proposal Form

The Senior Responsible Officer (SRO) for the proposal should complete forms

Proposal Title	Payroll/system development	Senior Responsible Officer:	Tracey Harry
Your Ref No:	PRES0005	Operational Lead Officer:	Katherine Cameron
Version No:		Directorate:	Resources
Date:	December 2020	Section:	People Services

Note: The Senior Responsible Officer is expected to be a Chief Officer or Head of Service in most circumstances. The operational lead officer is the lead officer responsible for bringing the proposal together and who would ultimately be held accountable for operational delivery.

434. Proposal Scope and Description Please include a brief description of the proposal being explored and the core objectives.

To provide a sustainable and resilient Payroll and system team that is sufficient to ensure the sustainability, resilience and development of the payroll system.

To realign the corporate training budget to reflect the inability to generate income from operational training provided to the commercial sector

435. Supporting Data and Evidence: Please confirm supporting evidence for the identified saving and/or pressure. Or to discount any saving being available. Append any further information as necessary.

System & Software pressures

Zellis (our payroll/HR software supplier) completed a site review for MCC in January 2016, which was repeated again in February 2020, with the same items being listed as outstanding for review/configuration and implementation. A lack of resource within the Systems & Data Team had prevented the original 2016 site review being implemented.

A project plan has been put together from; the Zellis site review, the day to day requirements for reports and returns and the corporate HR visioning exercise completed in 2019. Detailed below is the work that the payroll, transactional hr, Systems & Data Team have completed, ongoing projects and potential new products/implementations. Reducing the FTE to 1.5 will inevitably impact the ability to carry out the scheduled work and respond to queries/requests raised internally by colleagues.

The Authority signed a new contract (June 2020) with Zellis to move to a Cloud environment on the Microsoft Azure Platform. In doing, so a business meeting was held between MCC CEO and Chief Technical Officer of Zellis, where we identified MCC as aspiring to be a lead public service authority digitally.

The following outlines the ongoing and proposed development work required to address the issues outlined in the site reviews and the developments required from the corporate visioning exercise which was fully endorsed by the Senior leadership team.

Project work – Completed during November/December

Expenses module

- Test system configured and tested
- Training notes created, planned roll out last week of November (post release 25).

Upgrade 25 required prior to the Cloud move

- Review technical documents and release notes, ensure relevant personnel have been sent a copy of the documentation
- Liaise with SRS as technical roadmap shows IE and Firefox are no longer compatible, ensure rollout of Edge Chromium ahead of live upgrade
- Update test plan and liaise with teams to ensure resources are available for testing
- Review security and training for the teams
- 10 days testing of all modules
- Update recording for MyView
- Identify and raise any issues.

Project work – Ongoing

Cloud move

- Liaise with Zellis and SRS to schedule upgrade
- Technical requirements communicated to SRS and deal with any queries raised
- Review test plans and training required for the teams
- Schedule resource for user acceptance testing and co-ordinate when tasks complete
- Maintain issue log.

Reports transfer to RRS /Power BI

- Review existing reports and identify MCCs requirements
- Build reports and produce a catalogue
- Schedule reports to run.

System Implementation – post Cloud move

- Apply MCC branding to MyView
- Single sign on
- Integration to MS outlook
- Roll out mobile app
- Implement HR Dashboards.

Restructure - hierarchy

- Identify structure changes required
- Liaise with HR to approve changes
- Test and ensure reports are correct prior to 'go live'.

Eforms software - new install of software (supported version)

- Liaise with SRS regarding new internal/external server, new install of software
- Transfer existing eforms to new server, review and test
- Ensure application form is compliant with accessibility changes (due September 2020).

Document storage – transfer of documents from Image Now to hold in Sharepoint

- Define retention and security policies
- Replicate Image Now workflow in Sharepoint/develop as document storage solution
- Transfer 300,000 documents.

Review Processing

- Starters, leavers, contracts changes

- Review manual processes in line with policies and automate
- Review existing team processing.

Payroll – leave averaging

- Define new rules for casual staff so leave is accrued on hours worked
- Update existing rules for all other staff (some anomalies require more detailed configuration)
- Configure pay elements and test
- Identify staff not using MyView and contact staff/managers to ensure their leave balances are correct.

Housekeeping

- Recruitment – applicant and vacancy archive
- GDPR staff deletion
- Run exception reports and audit
- Payslip history (from 2003 – 2012).

Security

- Review and create new user profiles.

MyView rebranding (post 25 and cloud move) – Welsh Language

- Apply Welsh language key, update system and emails with translation
- Update emails/learning materials/recordings for colleagues.

Configure and implement the training module

- Data cleanse
- Configure workflow/emails/evaluation for MyView
- Investigate a solution for external candidates and digital badges
- Train teams/staff.

Payroll

- Payrates for sickness
- Assumed Pensionable pay
- Alabaster/KIT days
- Implement salary sacrifice functionality
- Pension Auto-enrolment (automate the process)
- Teachers' Pension – Monthly Contributions Reconciliation (MCR).

Modules – not yet purchased

E-Recruit

- Configure and implement e-recruit system
- integrate to Resourcelink

Zellis are working with a third party Talentlink, they have given indicative pricing of £30-45,000 for implementation and annual fees of **£43,000**. The implementation costs will be capitalised but we require additional budget to cover annual the fees.

The benefit of this system will be to improve the experience for the applicant. Managers will be able to view applicant details as they are received and make informed decisions through the process ie shortlisting online, respond to number of vacancies – is there a need to close a vacancy early or look to advertise for a longer period. The Recruitment team will not have to manually key applications, for years 19/20 this was approximately 249 applicants a month and reducing to 198 per month for the current financial year to date. The team will therefore be able to complete other legislative work which has not been possible due to lack of capacity.

Onboarding

- Review Microsoft & Zellis Onboarding package
- integrate to Resourcelink

Zellis have their own solution and have quoted **£8,188** per annum, plus 2 days for implementation £1,790.

Total Pressure required in 21-22 £51,188.

The key benefit will be for new starters to start their journey on a digital platform engaging from point of job offer and acceptance, this will continue throughout the life cycle with us. This is a standalone solution and does not require us to purchase Web Recruitment. New starters for 19/20 were 389 and for 20/21 so far 147.

Additional Staffing Budget

In order to deliver the above the following resources increases and permanent adjustments to the payroll and system/data team have been identified;

The Systems & Data Team Lead, is currently band I. However, due to the level of increased responsibility in terms of manpower and project management/implementations, this should be brought in line with the other team leads within the section to a band J and therefore the role description needs to re- evaluated under the council's JE scheme.

In the current structure the position of Payroll Team Lead is filled on a 0.81% FTE (30 hrs). Over the past three years capacity to be involved in development has been reactive and restrictive due to workload and resource capacity. Therefore to reduce the pressure on the role and improve resilience it is recommended that the budget for this post is increased to 1 FTE. This would allow the post holder to have greater capacity to be more involved in the future system developments for payroll going forward.

Due consideration should be given to the permanent future requirements of the Systems & Data team in light of the expectations above. If we aspire to be a lead public service authority digitally, then a future-proofed resource, needs to be established. Consideration of the following proposal:

Make the existing temporary contracts permanent. The temporary structure of FTE 3 (once pre-approved parental leave has finished) is currently working well, there is a high level of systems knowledge and a focus to make efficiencies for People Services and colleagues.

Technical assistance may be required in the future as systems are further developed for which additional costs may be incurred.

In the event that a decision is made to cease all current temporary resources and return to a FTE of 1.5 then the business impacts can be identified as follows:

- Significant reduction on the number of hours that the systemsanddata@monmouthshire.gov.uk email account will be monitored.
- Expectation of staff contacting the systems team will need to be managed
- Day to day operational requirements and priorities would mean that strategic projects would be significantly slower to be achieved.
- During normal team absences such as A/L etc. then service will have no presence, which will affect operational delivery of payroll / recruitment etc.
- Recognition that the service will always be one of a reactive nature and limited ability to undertake proactive work.

The proposal for increased manpower sees the pressure increase needed as **£113,453** which includes oncosts. Budget build on posts as highest increment.

Corporate Training – Income Pressure

Corporate Training has struggled to meet its income budget in the last 3 years – although the training centre in Raglan is a valuable resource in training our internal operatives we have seen a decline in external take-up of courses. This has an impact on income generation. The unit will always look to mitigate this pressure but with the additional impact of Covid further affecting course income we feel that a £50k pressure will be required in 20-21.

Corporate Training Outturn - Last 3 Years

	2017	2018	2019
Actual	173,119	113,010	158,406
Budget	142,452	99,171	108,257
Overspend	30,667	13,839	50,148

436. 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 £'000	Proposed Cash Pressure £'000	Proposed Cash Saving £'000	Target year				Total Budget Change Proposed £'000
				20/21 £'000	21/22 £'000	22/23 £'000	23/24 £'000	
Payroll/system team		113			113			113
E recruitment and onboarding module		51			51			51
Training income reduction		50			50			50

437. 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)

438. 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 an initial Wellbeing & Future Generation Assessment being undertaken?	N	
Will an option appraisal be required?	N	
Will this proposal require any amendments to MCC policy?	N	

439. 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?
Recruitment	Recruiting managers/hr transactional team	Positive improved efficiency of recruitment process/ improved professionalism and reputation of council as an employer
Onboarding	New recruits/managers	Improve the applicants experience and contact with the managers.
Implementing system change as per site review/cloud move	HR, Payroll, Training, all staff	Streamlined processes to increase capacity and visibility of information for staff ie training records.

440. Mitigation (for budget pressures only) – What mitigation has been identified to reduce the budget pressure proposed? What further steps could be taken to mitigate the pressure further and what are the consequences of this action?

This reflects budget growth to enable the payroll/HR service to be more resilient/efficient and effective to deliver necessary system functionality and required developments outlined in the corporate visioning exercise.

The reduction in external income within corporate training reflects the inability to generate income through the provision of operational training to external organisations as a consequence of the loss of qualified training status and the impact of COVID 19. In the short term it is not considered possible to generate income and unless the budget is adjusted it will result in the service overspending.

441. Additional Considerations:

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

442. Up-front Investment Requirement

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

Any additional capability required	Where will this come from	Any other resource/ business need (non-financial)
Technical expertise	Undetermined at this stage (potential to look at skills internally or SRS).	

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

Consultee	Description	Date (delivered/planned)
SLT	Corporate visioning consultation	2019
SLT	Cloud Contract	2020/2021
Zellis	Site Review	2016
Zellis	Site Review	Jan 2020

444. 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 or recognising the pressure identified, including any negative impacts identified in section 6 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
Erecruit: Third party product suggested (Cornerstone) by our existing provider Zellis.	Operational	New partnership between suppliers.	Medium	Zellis are our Trusted provider.
Erecruit Specification	Strategic	Software design reviewed against Vision document.	High	This will be a requirement to produce a detailed specification of what our needs are.
Erecruit Implementation	Operational	New partnership with suppliers.	Medium	Agree process and project plan.
Erecruit Integration between systems.	Operational	Identify connectors	Low	This will be a requirement to produce a detailed specification of what our needs are.
Onboarding: Cultural change for managers		Each section is likely to have different Onboarding requirements.	Medium	This will be a requirement to produce a detailed specification of what our needs are.

445. Assumptions

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

Assumption	Reason why assumption is being made (evidence)	Decision Maker
Erecruit/Onboarding: Efficiency/ease	Removes need for manual data entry and systems are updated in real time	
User Experience	New recruits and staff will be able to view and manage their information easily online.	
Resourcing	Systems being developed to reduce manual tasks, reducing errors where data is manually keyed.	

446. 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
Roadmap	Detailed project delivery plan with detailed timescales outlining key tasks, timescales and sequencing	TBC	TBC		
Service Plan	As above				
Process	Impact on resource				
Staff/Customer	Satisfaction survey				

447. 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	

REVENUE BUDGET 2021/22

Full Cost budget adjustment explanations

Prepared by: Jonathan Davies – Acting Assistant Head of Finance

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 briefing note	Fire Authority precept	162
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The Council has received notice from the South Wales Fire & Rescue Authority of their draft precept for next year. This exhibits an average increase in contributions required of 3.54% pending (at that time) Welsh Government provisional settlement.

Full cost briefing note	Insurance premium	131
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The Insurance premium budget is already under pressure in the current year by £40k. The insurance contract is reviewed annually (every October) to take account of activity changes and premiums have seen increases in Property (£74k increase), Motor (£15k increase) and Liability (£14k) insurance, with minor reductions across other premium areas. For property this is primarily due to the worsening claims experience following the flooding claim at Monmouth leisure centre and the increased value of properties on cover. For Motor it is an increase in the number of vehicles on cover and worsening claims history.

Full cost briefing note	Pension strain costs	151
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Additional pension strain costs relating to redundancies that have been approved to date. Pension strain costs relate to staff who retire before their normal pension age and where the employer is required to top up the pension fund to cover the shortfall in contributions. The exact value of these costs are hard to quantify given the uncertainty over the timing, value and individual pension implications of redundancies, however the above pressure is the minimum that would be incurred based on current known data.

Full cost briefing note	Coroner levy	30
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Staffing pressure relating to the requirement to meet minimum national guidelines has resulted in an increased draft levy.

Full cost briefing note	Crematorium distribution reduction	46
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The estimated dividend distribution is likely to reduce based on the forecast Crematorium budget for 2021/22 and given a challenging operating environment with alternative sites becoming available in Gwent.

Full cost briefing note	MRP in relation to the Additional borrowing in respect of Future schools tranche A, DFGs, and sewer plants	44
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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 briefing note	Capitalisation directive	(1,000)
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A schedule of expenditure of £1m has been identified as eligible expenditure to be funded from capital receipts under the flexible use of capital receipts directive. The identified expenditure meets the definition of being service transformational, driving a digital approach or working collaboratively to reduce overall costs. It is important to note that funding from capital receipts, much like that from reserve is a one-off source of funding which cannot be used again.

Full cost briefing note	Increase in SCWD grant	(247)
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The provisional Welsh Government funding settlement included an overall increase in the Social Care Workforce Development grant across Wales of £10m. The proposed budget saving of £247k represents Monmouthshire's likely share of this increase.

Full cost briefing note	Net Minimum Revenue Provision (MRP) increase based on additional activity	275
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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.