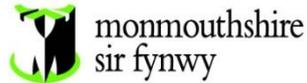


# Public Document Pack



Neuadd y Sir  
Y Rhadyr  
Brynbuga  
NP15 1GA

County Hall  
Rhadyr  
Usk  
NP15 1GA

Monday, 17 January 2022

## Notice of Reports Received following Publication of Agenda.

### Strong Communities Select Committee

Tuesday, 25th January, 2022 at 10.00 am,  
County Hall, Usk - Remote Attendance

Attached are reports that the committee will consider as part of the original agenda but were submitted to democratic services following publication of the agenda.

| Item No | Item  | Pages   |
|---------|---|---------|
| 4.      | <p><b>Budget Scrutiny: Scrutiny of the budget proposals for 2022/23. A summary paper for the Strong Communities Select committee on the areas falling within its remit.</b></p> <p>Please use this link to access the papers for this item - available as part of the 19<sup>th</sup> January 2022 Cabinet agenda.</p> <p><a href="https://democracy.monmouthshire.gov.uk/ieListDocuments.aspx?CId=144&amp;MId=4674">https://democracy.monmouthshire.gov.uk/ieListDocuments.aspx?CId=144&amp;MId=4674</a></p> | 1 - 160 |

**Paul Matthews**  
Chief Executive

This page is intentionally left blank

# Agenda Item 4

| Ref   | SCOMM  | Draft Pressure<br>£000 | Draft Saving<br>£000 |
|-------|--|------------------------|----------------------|
| ENT3  | Fleet maintenance  | 338                    |                      |
| ENT4  | Waste services - increase in demand offset by service efficiencies   | 1,222                  | (856)                |
| ENT4  | Grounds Maintenance - Increases in service demand (offset by street lighting energy savings)   | 273                    | (90)                 |
| ENT5  | Placemaking, Regeneration, Highways & Flooding<br>Civil Parking Enforcement Service Pressure (£75k)<br>Traffic & Road Safety - Safe Routes to school post (£29k)<br>Other Staff pressures within unit (£23k) | 128                    |                      |
| ENT8  | Strategic Operations Team - Additional posts   | 67                     |                      |
| ENT9  | Building Cleaning - Deep Clean team staffing   | 62                     |                      |
| ENT10 | Discretionary Fees & Charges   |                        | (13)                 |
| CEO1  | Community Hubs - Shortfall in library and room hire Income (£36.5k)<br>Contact Centre - Temporary Staff Uplift to cover increase in call demand. (£44k), will come back out in 23-24                         | 81                     | (33)                 |
| P&G1  | Democratic Services - Uplift in Members Allowance  | 124                    |                      |
| RES2  | Rental income - NLP & Castlegate   | 650                    |                      |
| RES2  | Rental income - Magor  | 100                    |                      |
| RES2  | Rental income - Markets  | 31                     |                      |
| RES6  | Property services - Capital fee income   | 139                    |                      |
| RES8  | Housing Benefit - Shortfall in Subsidy claimable for Rehabilitation unit.  | 32                     |                      |
| RES9  | Revenue & Benefits Shared Service - Increase in staff costs and TCBC contribution  | 34                     |                      |
| CORP2 | Non pay inflation - Energy   | 446                    |                      |
| CORP3 | Fire precept - estimated increase  | 188                    |                      |
| CORP4 | Employers national insurance contribution  | 96                     |                      |
| CORP6 | Coroners levy  | 24                     |                      |
| CORP7 | Archives levy  | 14                     |                      |
| CORP8 | Reduction in Crematorium service dividend  | 46                     |                      |
| CORP5 | Increase in Capitalisation directive   |                        | (442)                |
|       | <b>SCOMM Total</b>   | <b>3,281</b>           | <b>(1,434)</b>       |

This page is intentionally left blank

### Budget Pressures

|                          |   |
|--------------------------|---|
| <a href="#">ENT3</a>     | Fleet maintenance   |
| <a href="#">ENT4</a>     | Waste services & grounds demand   |
| <a href="#">ENT5</a>     | Placemaking, Regeneration, Highways & Flooding                                    |
| <a href="#">ENT8</a>     | Strategic Operations Team - Additional posts                                      |
| <a href="#">ENT9</a>     | Building Cleaning   |
| <a href="#">CEO1</a>     | Community Hubs staffing   |
| <a href="#">P&amp;G1</a> | Democratic Services - Uplift in Members Allowance                                 |
| <a href="#">RES2</a>     | Rental income   |
| <a href="#">RES6</a>     | Property services - Capital fee income  |
| <a href="#">RES8</a>     | Housing Benefit - Shortfall in Subsidy claimable for Rehabilitation unit.         |
| <a href="#">RES9</a>     | Revenue & Benefits Shared Service - Increase in staff costs and TCBC contribution |
| <a href="#">CORP2</a>    | Non pay inflation - Energy  |
| <a href="#">CORP3</a>    | Fire precept - estimated increase   |
| <a href="#">CORP4</a>    | Employers national insurance contribution -1.25% rise                             |
| <a href="#">CORP6</a>    | Coroners levy   |
| <a href="#">CORP7</a>    | Archives levy   |
| <a href="#">CORP8</a>    | Reduction in Crematorium service dividend   |

### Budget Savings

|                       |                          |
|-----------------------|--------------------------|
| <a href="#">ENT10</a> | Fees & Charges 2022/23   |
| <a href="#">Fees</a>  | Fees & Charges schedule  |
| <a href="#">CORP5</a> | Capitalisation directive |

## 2022/23 Initial Saving and Pressure Proposal Form

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

|                |                                       |                             |                  |
|----------------|---------------------------------------|-----------------------------|------------------|
| Proposal Title | Fleet Maintenance – Service Pressures | Senior Responsible Officer: | Deb Hill-Howells |
| Your Ref No:   | ENT3                                  | Operational Lead Officer:   | Deb Jackson      |
| Version No:    | 1                                     | Directorate:                | ENT              |
| Date:          | 12.11.21                              | 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.**

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

The council's vehicle fleet is growing and there is a need to increase the staff and maintenance budgets to offset the recurring budget burden. Current numbers are now at 405 (incl hire), this is an increase of 50 since 2019-20 and they are projected to increase by a further 27 in 22-23. Such an increase in fleet size requires investment in :-

- More staff - a new structure has been proposed to bring in the correct levels of resource, this is estimated to cost an additional £82k and will be tasked with ensuring compliance to health and safety and driver policies as well as managing the accident reporting and investigation process.
- Additional maintenance budget – the maintenance budget has been under pressure for some time and has overspent in recent years, the further growth in fleet size plus the inflation increases on spare parts & tyres means we need to uplift the transport budget by a further £256k to offset the projected budget shortfall.

Out of the additional £338k budget pressure it has been identified that £63k could qualify for capitalisation directive.

**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.

### 1. Fleet Repair & Maintenance Pressure

Anticipated 22-23 maintenance shortfall **£256,000**.

|          | 2019-20   | 2020-21   | 2021-22<br>(Forecast) |
|----------|-----------|-----------|-----------------------|
| Budget   | - 448,050 | - 441,292 | - 413,482             |
| Outturn  | - 393,455 | - 199,721 | - 213,482             |
| Variance | 54,595    | 241,571   | 210,000               |
|          |           |           |                       |

### 2. Increase in Staffing

|                           | £             |
|---------------------------|---------------|
| Current Manpower Cost     | 620,782       |
| New Structure Cost        | 702,543       |
| <b>Variance to Budget</b> | <b>81,761</b> |
|                           |               |

**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<br>£'000 | Proposed Cash Pressure<br>£'000 | Proposed Cash Saving<br>£'000 | Target year      |                  |                  |                  | Total Budget Change Proposed<br>£'000 |
|----------------------------|-------------------------|---------------------------------|-------------------------------|------------------|------------------|------------------|------------------|---------------------------------------|
|                            |                         |                                 |                               | 2022/23<br>£'000 | 2023/24<br>£'000 | 2024/25<br>£'000 | 2025/26<br>£'000 |                                       |
| Fleet Maintenance Pressure |                         | 338                             |                               | 338              |                  |                  |                  | 338                                   |
| <b>Total</b>               |                         | <b>338</b>                      |                               | <b>338</b>       |                  |                  |                  | <b>338</b>                            |
|                            |                         |                                 |                               |                  |                  |                  |                  |                                       |

**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) |
|-----------------------------------|--------|--|
| Fleet transition to ULEV vehicles | WG     | Awaiting grant application details                   |
|                                   |        |  |

**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 <a href="#">Corporate Plan</a> ?    | 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   | Revised driver handbooks and accident reporting procedures will be required. In addition, we will be seeking to implement drug and alcohol testing for drivers and update the policy on tracker information and when this can be used to support investigations as well as utilisation and driver behaviours. |

**6. 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? |
|-------------|------------------|--------------------------------------|
|             |                  |                                      |
|             |                  |                                      |

|  |  |  |
|--|--|--|
|  |  |  |
|--|--|--|

**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?

We will continue to work with operational teams to rationalise the fleet by increasing utilisation rates, this will necessitate the service areas reviewing and changing operational practices.

We are working on the transition of the fleet to EV vehicles, which does result in a higher cap ex cost for acquisition but reduced operating costs. Where possible we will use grant funding to mitigate the costs of acquisition and support the implantation of EV infrastructure.

Taking a proactive approach to the investigation of accidents and management of driver behaviour will mitigate increasing accident damage and subsequent repair bills.

In the longer term we would like to rationalise the maintenance service into a single new depot location which will mitigate overheads and provide opportunities for external income generation.

**8. Additional Considerations:**

| Question  | Y/N | Comments/Impact   |
|---|-----|---|
| Will this proposal have any staffing implications?              | Y   | The creation of 2 new posts   |
| Will this project have any legal implication for the authority? | Y   | WG has put in place legal guidelines for the transition of the public sector fleet starting with a ban on purchasing fossil fuelled cars and LGV from 2025. We need to ensure that our colleagues have the skill sets to drive and maintain these vehicles and that operational practices are adjusted to align with the range of the vehicles. |

**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) |
|--|---------------------------|---|
| monitoring, driver training, utilisation, and fleet transformation | 2 additional posts        |   |
|  |                           |   |
|  |                           |   |

**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) |
|-----------|-------------|--------------------------|
|           |             |                          |
|           |             |                          |
|           |             |                          |
|           |             |                          |

**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)<br>Based on a score assessing the probability & impact | Mitigating Actions |
|-----------------|------------------------|----------------------------------|---|--------------------|
|                 |                        |                                  |   |                    |

|  |           |  |        |  |
|--|-----------|--|--------|--|
| That operational services resist changes | Strategic | There has been a reluctance by Services to relinquish vehicles | Medium | Attending and informing DMTs and colleagues. Using data to evidence opportunities to change practices. Work with colleagues from other authorities to learn from best practice |
|  |           |  |        |  |
|  |           |  |        |  |

## 12. Assumptions

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

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

## 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 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 |
|---------------------------------------|---|----------------|----------------|----------------|----------------|
| Budget                                | Cost neutral  |                |                |                |                |
| Fleet Number                          | Is decreased or any additional vehicles are evidenced by a proven business case |                |                |                |                |
| Carbon footprint                      | Is reduced as we reduce journeys and transition to ULEV vehicles                |                |                |                |                |
|                                       |   |                |                |                |                |

## 14. Additional considerations:

| Question   | Y/N | Comments/Impact  |
|--|-----|--|
| Will this proposal require procurement of goods, services, or works? | Y   | Transition to ULEV fleet is underway and incorporated with the team.                                   |
| Will this proposal impact on the authorities built assets?           | N   |  |
| Will this proposal present any collaboration opportunities?          | Y   | Opportunities to share practice with other authorities and in the longer term possibly share vehicles. |
| Will this project benefit from digital intervention?                 | N   |  |

## 2022/23 Initial Saving and Pressure Proposal Form

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

|                |  |                             |                        |
|----------------|--|-----------------------------|------------------------|
| Proposal Title | Neighbourhood Services – Service Pressures | Senior Responsible Officer: | Frances O'Brien        |
| Your Ref No:   | ENT 4                                      | Operational Lead Officer:   | Carl Touhig            |
| Version No:    | 2  | Directorate:                | ENT                    |
| Date:          | 07.12.2021                                 | 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.**

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

**1. Waste Service Pressures 22-23 - £366k**

Increased numbers of residents using recycling services at the kerbside have increased costs for collection that are not entirely covered by reduced contract costs. This has helped increase recycling, reduced potential for fines and reduced the carbon impact of 1000's of individual vehicle journeys to the HWRCs.  
The roll out of polypropylene will result in additional costs during 2022/23 but will improve quality and value of recyclate when fully completed. This is likely to be summer/autumn 2022 given current issues with vehicle delays and staffing levels and recruitment challenges.  
The pressures reflect the current relative stability of the recycling market but it remains difficult in predicting future costs of reprocessing and market values for materials.

**2. Grounds Maintenance Service Pressures 22-23 – £273k**

Increased workload in grounds and cleansing to support the additional workload associated with climate change and nature emergency projects to plant additional trees and hedges and ongoing maintenance. Apprentice programme to cover additional workload and include succession planning for aging workforce.  
External income generation opportunities are maximised locally and stretching existing workforce further will detract from MCC core internal service delivery.  
Grant funding relating to town centre improvements for Covid and café culture did not attract an ongoing maintenance budget and require budgets for planting and repair/renewals where necessary.  
Additional funding to appoint a Tree safety officer who will be responsible for surveying authority's green infrastructure to identify dangerous trees (including those affected by Ash Die Back) and work with officers across the authority to determine a safety management and removal plan. Capital pressure included to cover improvements and large maintenance projects where identified.

**3. Street Lighting – Energy Saving – (£90k)**

The completion of our LED replacement programme has resulted in a reduction in our KWH output, this has generated savings against our electricity budget.

**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.

### 1. Waste Service Pressures

|                                    | 22-23 Indicative Budget | 22-23 Service Cost | Variance       | Notes   |
|------------------------------------|-------------------------|--------------------|----------------|---|
| <b>Employees</b>                   | 3,232,052               | 3,902,556          | 670,504        | Increased kerbside collections and new service delivery model requires additional HGV drivers and loaders.  |
| <b>Premises</b>                    | 48,500                  | 100,500            | 52,000         | Depots are insufficient capacity for existing fleet and staff and a new depot in the South of the county is required. Increase includes a new lease and portacabins for a depot in Caldicot. Working with property services to improve office and welfare facilities for frontline staff in the North depots. |
| <b>Transport</b>                   | 1,507,081               | 1,842,883          | 335,802        | Increased fuel costs over 2021 and additional vehicles required for new service delivery  |
| <b>Supplies &amp; Services</b>     | 434,000                 | 529,000            | 95,000         | Additional costs relating to Polyprop roll-out, potential to capitalise.  |
| <b>Third Party &amp; Contracts</b> | 4,251,345               | 3,395,000          | - 856,345      | Waste mgt contract savings & dry recycle contract set at zero cost/income   |
| <b>Total Exp</b>                   | <b>9,472,978</b>        | <b>9,889,939</b>   | <b>296,961</b> |   |
| <b>Income</b>                      | - 2,247,923             | - 2,129,076        | 68,847         | Reduction in sustainable waste management grant and revised pay mech for new HWRC contract  |
| <b>Total Inc</b>                   | - 2,247,923             | - 2,129,076        | 68,847         |   |
| <b>Net Total</b>                   | <b>7,225,055</b>        | <b>7,760,863</b>   | <b>365,808</b> | <b>Includes £202k of potential capitalisation budget to improve service delivery and quantity and quality fo recycle.</b>   |
|                                    |                         |                    | <b>202,273</b> | <b>Potential Capitalisation</b>   |

### 2. Grounds Maintenance

|  | £              |
|--|----------------|
| Indicative Base Budget 22-23   | 1,565,830      |
| Projected Service Cost 22-23   | 1,838,830      |
| <b>Budget Shortfall</b>  | <b>273,000</b> |
| <b>Main Causes</b>   |                |
| - Uplift in manpower costs including 4 apprentices   | 91,000         |
| - Fuel inflation   | 42,000         |
| - Increase in maintenance requirement for town centre regeneration installations and maintenance of new hedgerow and tree planting schemes for climate change and green infrastructure | 97,000         |
| - Appointment of Tree Safety Officer to identify dangerous Trees   | 44,000         |

### 3. Street Lighting – Energy Saving

|                              | 2019-20   | 2020-21   | 2021-22 (Forecast) | 2022-23 Projection |
|------------------------------|-----------|-----------|--------------------|--------------------|
| <b>Electricity Cost</b>      | 287,798   | 237,167   | 201,068            | <b>201,068*</b>    |
| <b>Electricity Budget</b>    | 390,159   | 355,659   | 300,950            | <b>300,950</b>     |
| <b>Variance</b>              | - 102,361 | - 118,492 | - 99,882           | - 99,882           |
| <b>Maintenance Inflation</b> |           |           |                    | <b>10,000</b>      |

|                         |  |  |  |   |               |
|-------------------------|--|--|--|---|---------------|
| <b>Potential Saving</b> |  |  |  | - | <b>89,882</b> |
|                         |  |  |  |   |               |

\*Energy increase accounted for corporately

**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<br>£'000 | Proposed Cash Pressure<br>£'000 | Proposed Cash Saving<br>£'000 | Target year      |                  |                  |                  | Total Budget Change Proposed<br>£'000     |
|--------------------------------|-------------------------|---------------------------------|-------------------------------|------------------|------------------|------------------|------------------|---|
|                                |                         |                                 |                               | 2022/23<br>£'000 | 2023/24<br>£'000 | 2024/25<br>£'000 | 2025/26<br>£'000 |   |
| Waste – Service Pressures      | 7,176                   | 1222                            | (856)                         | 366              |                  |                  |                  | 366 (incl. 202 capitalisation investment) |
| Grounds – Service Pressures    | 1,545                   | 273                             |                               | 273              |                  |                  |                  | 273                                       |
| Street Lighting - EnergySaving | 853                     |                                 | (90)                          | (90)             |                  |                  |                  | (90)                                      |
| <b>Total</b>                   | <b>9,574</b>            | <b>1,495</b>                    | <b>(946)</b>                  | <b>549</b>       |                  |                  |                  | <b>549</b>                                |

**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) |
|--|--------|--|
| None identified.<br>Potential for regeneration town centre grants to maintain and improve street scape.<br>Waste and circular economy grants to improve quality and quantity of recycle. | WG     | n/a  |

**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 <a href="#">Corporate Plan</a> ?    | Y   | <b>Recycling and improvements to local environment are key to climate change and nature emergency priorities.</b> |
| Has an initial Wellbeing & Future Generation Assessment being undertaken? | Y   | <b>All service changes proposals have been agreed and WFGAs completed.</b>  |
| 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? |
|--|------------------|--------------------------------------|
| Improved environment and feeling of well-being | All              | positive                             |
|  |                  |                                      |
|  |                  |                                      |

**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?

**Market testing for contract for processing dry recyclate identifies potential savings but full roll out of polyprop required to test quality and quantity prior to achieving any income growth.**

**Working with Town and Community Councils to support the maintenance of areas designated for café culture and planting for regeneration of TCs following Covid lockdowns.**

**22. Additional Considerations:**

| Question  | Y/N | Comments/Impact  |
|---|-----|--|
| Will this proposal have any staffing implications?              | Y   | <b>Additional staff</b>  |
| Will this project have any legal implication for the authority? | Y   | <b>Failure to hit recycling targets due to decline in quality and quantity of recycling would result in fines of £200 per tonne.</b> |

**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) |
|--|---------------------------|---|
| Roll out of polyprop will require one off additional costs of £200K (included above as capitalisation directive) | Capitalisation directive  | no  |
|  |                           |   |
|  |                           |   |

**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)                |
|---------------------------------------|--|---|
| Cabinet and Strong Communities select | All projects have been approved by Cabinet following Scrutiny reviews.<br>Waste review on service delivery proposed for Summer 2022<br>Review of Grounds and Cleansing projects supporting Climate and nature Emergency proposed Winter 2022 | 2018-2020<br>Summer 2022<br>Winter 2022 |
|                                       |  |   |
|                                       |  |   |
|                                       |  |   |

## 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)<br>Based on a score assessing the probability & impact | Mitigating Actions  |
|---------------------|------------------------|---|---|---|
| Markets for recycle | both                   | Volatility of recycle market is well documented. Current global market following Brexit and Covid still emerging. | Medium  | Continue to improve quantity and quality of recycle offered to the market. Continue to operate a short term pain/gain spot price solution to remain responsive to market conditions and to de-risk market fears of long term liability contracts. |
|                     |                        |   |   |   |
|                     |                        |   |   |   |

## 26. Assumptions

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

| Assumption      | Reason why assumption is being made (evidence)  | Decision Maker |
|-----------------|---|----------------|
| Increased costs | Collectively the waste and grounds budget is +£10m, with inflation at 3.25% costs would have increased by £325k to stand still and not improve service delivery or climate change approach. | Carl Touhig    |
|                 |   |                |
|                 |   |                |

## 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 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 |
|---------------------------------------|--|----------------|----------------|----------------|----------------|
| Budget                                | Manage budget and no overspend 2022/23 | 0              | <1%            | <1%            | <1%            |
|                                       |  |                |                |                |                |
|                                       |  |                |                |                |                |
|                                       |  |                |                |                |                |

## 28. Additional considerations:

| Question  | Y/N | Comments/Impact   |
|---|-----|---|
| Will this proposal require procurement of goods, services or works? | N   | In house delivery   |
| Will this proposal impact on the authorities built assets?          | Y   | <b>Fleet/depot space required in south prior to new depot being developed corporately</b>   |
| Will this proposal present any collaboration opportunities?         | Y   | <b>Dangerous trees work will be shared across authority and offered to partners including MHA, Aneurin Bevan Health and Heddlu Gwent Police as existing commercial customers.</b> |
| Will this project benefit from digital intervention?                | Y   | <b>Working with digital team to improve customer communication</b>  |

## 2022/23 Initial Saving and Pressure Proposal Form

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

|                |  |                             |  |
|----------------|--|-----------------------------|--|
| Proposal Title | Placemaking, Regeneration, Highways and Flooding | Senior Responsible Officer: | Mark Hand  |
| Your Ref No:   | ENT 5  | Operational Lead Officer:   | Craig O'Connor, Paul Keeble                      |
| Version No:    |  | Directorate:                | Enterprise                                       |
| Date:          | 12/11/2021                                       | Section:                    | Placemaking, Regeneration, Highways and Flooding |

**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.

**£128k revenue pressures in Placemaking, Regeneration, Highways and Flooding comprising £110k in Highways and £17k in Planning.**

- 1) **£75k revenue pressure in Highways: Car Parking and Civil Enforcement Team due to unbudgeted costs and a reduction in the income target;**
- 2) **£29k revenue pressure in Highways to enable the creation of a Safer Routes and School Travel Plan Officer post in the Traffic and Road Safety team to review and identify improvements to school walking and cycling travel routes and work with schools to encourage them to produce school travel plans;**
- 3) **£6k revenue pressure in Highways due to job evaluation regrading a post from band E to band F;**
- 4) **£17k revenue pressure in Planning to increase 0.6FTE Tree Officer to 1.0FTE.**

**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.

- 1) **£75k revenue pressure in Highways: Car Parking and Civil Enforcement Team due to unbudgeted costs (vehicles, IT and equipment £49k) and a reduction in the income target (£26k). This team was established in 2019 but no revenue budget was provided for essential equipment or vehicles resulting in a consistent annual overspend of £49k. The team has a demanding income target of £350,000 from previous car park enforcement (£150k) and new civil enforcement duties (£200k). The latter was identified by a consultant advising the Council on the introduction of civil enforcement duties. To date, the Council has consistently come well short of that income target, however there are multiple contributory factors including an initial set-up period, vacancies and sickness absence, and covid-19 which collectively mean the team has been fully staffed and fully operating for approximately 4 months since July 2019. A slightly lower income target is now proposed, and achievement will be carefully monitored over the coming year;**
- 2) **£29,415 revenue pressure in Highways to enable the creation of Safer Routes and School Travel Plan Officer post (expected to be Band D) in the Traffic and Road Safety team to review and identify improvements to school walking and cycling travel routes and work with schools to encourage them to produce school travel plans. Improvements identified by this additional post has the potential to reduce expenditure by the PTU although it is not yet possible to quantify that potential saving. The post's findings will inform future grant funding bids for Safer Routes in Communities funding and, where applicable, aligned with Active Travel funding, but could result in capital budget pressures which will need to be managed in the normal way. The post will cover the following work:**

- Provide support to schools to develop and complete school travel plans.
- Develop action plans with schools, based on the school travel plan, to help ensure road safety is a priority.
- Promote and develop Active Travel to and from school through identifying safer routes to schools.
- Advise schools on safer travel to and from school
- Advise Transport team in completing school route assessments.
- Promote and develop safer travel initiatives
- Develop and maintain excellent communication links with schools, pupils, colleagues, community groups and other clients.

- Work collaboratively with the wider Highways and Traffic, PTU and Active Travel teams to highlight/identify areas of development.

- 3) £6,000 revenue pressure in Highways due to job evaluation regrading a post from band E to band F (SCP13 to SCP18 at top of grade = £29,415 to £32,476 including on costs = £3,061). A resources report was approved in July 2021 and is being implemented. A new post has been created to resource issues with trees and hedges affecting the highway network and the implications of ash dieback;
- 4) £17,412 revenue pressure in Planning to increase 0.6FTE Tree Officer to 1.0FTE (top of grade including on costs). The current postholder is retiring in December 2021. This post deals with enquiries and proposals affecting trees on private land including protected trees and development proposals. The post carries a significant workload and ash dieback is expected to increase that over the coming 2-3 years. The Council's established green infrastructure policies and the Climate Emergency will continue to see additional tree planting in new developments and further workload. In addition, the new postholder will spend time reviewing and digitising current records to enable some customers to self-serve, for example queries about whether or not trees are TPOd.

**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<br>£'000 | Proposed Cash Pressure<br>£'000 | Proposed Cash Saving<br>£'000 | Target year      |                  |                  |                  | Total Budget Change Proposed<br>£'000 |
|------------------------------------|-------------------------|---------------------------------|-------------------------------|------------------|------------------|------------------|------------------|---------------------------------------|
|                                    |                         |                                 |                               | 2022/23<br>£'000 | 2023/24<br>£'000 | 2024/25<br>£'000 | 2025/26<br>£'000 |                                       |
| Highways (Traffic and Road Safety) |                         | 105                             |                               | 105              |                  |                  |                  | 105                                   |
| Highways (Asset Management)        |                         | 6                               |                               | 6                |                  |                  |                  | 6                                     |
| Planning (Development Management)  |                         | 17                              |                               | 17               |                  |                  |                  | 17                                    |
| <b>Total</b>                       |                         | <b>128</b>                      |                               | <b>128</b>       |                  |                  |                  | <b>128</b>                            |

**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) |
|---------------------------------|--------|--|
| Ash dieback funding (#3 and #4) | WG     | uncertain  |

**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 <a href="#">Corporate Plan</a> ?    | Y   | <b>Ensuring a safe and efficient highway network, supporting and promoting the transport hierarchy to reduce reliance on car journeys to contribute to addressing the Climate Emergency. Supporting and protecting tree provision throughout the county, contributing to green infrastructure policies and addressing the Climate Emergency.</b> |
| 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 |  |
|--|---|--|

**34. 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?   |
|--|---|--|
| #2 creation of Safer Routes and School Travel Plan Officer | Active Travel and PTU teams<br><br>Schools<br><br>Communities | Positive – alignment workstreams with potential savings for PTU in school transport costs if safe routes can be provided eliminating the need for free school transport<br>Negative – additional work for schools to fulfil their duty in completing School Travel Plans<br>Positive – safer routes provided where possible to enable children to walk, cycle or scoot to school |
| #3 and #4 tree-related posts                               | Communities   | Positive - additional resource to address the challenges of ash dieback and increase public access to information on protected trees   |

**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?

**None – previous budget mandates have identified all potential budget savings and shrunk services and increased income targets to challenging levels.**

**36. Additional Considerations:**

| Question  | Y/N | Comments/Impact  |
|---|-----|--|
| Will this proposal have any staffing implications?              | Y   | <b>Additional opportunities (#2 and #4) and job evaluation findings implemented (#3)</b> |
| 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) |
|--|--|--------------------------|
| #1 Traffic and Road Safety team, Finance, Enterprise DMT           | Issues raised by budget manager and agreed by finance colleagues, informing this mandate           | September 2021           |
| #2 Traffic and Road Safety team, Enterprise DMT, SLT, PTU, MonLife | Discussion about ways of improving school travel options and reducing budget pressures for the PTU | August 2021              |
| #3 Highways Asset team, Enterprise DMT, People Services            | Highways resources agreed, job description subject to job evaluation process                       | July to September 2021   |
| #4 Planning Tree Officer, Planning Team, Chief Officer, Enterprise | Discussion about future resource needs   | October 2021             |
|  |  |                          |

### 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)<br>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 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 |
|---------------------------------------|-----------|----------------|----------------|----------------|----------------|
| Budget monitoring                     |           |                |                |                |                |
|                                       |           |                |                |                |                |
|                                       |           |                |                |                |                |
|                                       |           |                |                |                |                |

### 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?         | Y   | <b>With schools regarding School Travel Plans</b>      |
| Will this project benefit from digital intervention?                | Y   | <b>Digitising of tree information held in Planning</b> |

## 2022/23 Initial Saving and Pressure Proposal Form

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

|                |  |                             |                                  |
|----------------|--|-----------------------------|----------------------------------|
| Proposal Title | Resourcing the Strategic Operations Team                               | Senior Responsible Officer: | Frances O'Brien                  |
| Your Ref No:   | ENT8   | Operational Lead Officer:   | Cath Fallon                      |
| Version No:    | 2  | Directorate:                | ENT                              |
| Date:          | 12 <sup>th</sup> November 2021 – Revised 9 <sup>th</sup> December 2021 | Section:                    | Enterprise & Community Animation |

**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.

### 1. Strategic Operations Team Restructure - £66,914 Pressure

In December 2020, an alignment of the Enterprise Directorate was approved, which included the establishment of a new Strategic Operations Team, designed to address a deficiency in management and administrative support and also to provide strategic and operational leadership analysis and insight for the Chief Officer Enterprise and Heads of Service that form the Enterprise Directorate Management Team.

The Team currently consists of:

- 1 x Strategic Operations Manager;
- 1 x Systems Assurance and Process Review Officer; and
- 1 x Systems Support Officer

The team are currently undertaking a strategic analysis and review of operational arrangements, processes and outcomes to inform and improve the effective running of the Directorate systems and programmes, ensuring they are fit for future purpose. The team is designed to enhance the decision-making process of the Enterprise Directorate and to ensure the individual departments comply with internal and external reporting, policy and procedural requirements. The team are also tasked with identifying service deficiencies with a view to rolling out a programme of service efficiencies to improve the service and budgetary position of the Enterprise Directorate.

Analysis of internal audit and operational review reports have identified that current systems deficiencies within the Enterprise Directorate are having a detrimental impact on resources within other Directorates which is impacting on the efficiency of the organisation as a whole. It is therefore proposed that to address risk and improve productivity a further two posts should be integrated into the core staffing budget of the Strategic Operations Team:

- 1 x Health and Safety Officer; and
- 1 x Systems Support Officers

**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.

## 1. Strategic Operations Team Structure - £66,914 pressure

### Health and Safety Officer

As a result of internal audit reports received, the Chief Officer is mindful that a number of health and safety concerns have been raised and the creation of a Health and Safety Officer has been stipulated as a recommendation, to ensure compliance with statutory duties, policies and procedures, particularly in relation to passenger transport, fleet, etc.

The purpose of the role will be to provide strategic and operational support for Workforce Development, Health and Safety and Well Being and to ensure that the Directorate is complying with its internal and external reporting, policy and procedural and statutory requirements. Activities will include developing suitable and appropriate policies, risk assessments and guidance with relevant managers, monitoring health safety and wellbeing; developing training plans and acting as a central resource to support all leaders and managers in the implementation of best practice leadership and workforce safety management.

It is therefore felt that the creation of this Health and Safety Officer role for the Directorate, will mitigate future risks and ensure the Authority's statutory duties are met whilst also proactively addressing the causes of sickness absence and creating a health and succession workforce plan, to ensure services have a robust and well-planned future.

### Systems Support Officer

A recent research paper produced for the Customer Demand and Responsiveness Working Group, identified a rise in the volume of calls received into the Contact Centre over the past five years and a doubling of the average time customers have to wait before speaking to an operator. The analysis identified that an increasing proportion of these calls were about waste and recycling, along with transport and highways issues. Although around 80% of people self-serve when booking waste recycling appointments, the Contact Centre have still experienced a three-fold increase in the number of people telephoning about waste issues. Analysis of data from My Council Services also shows a significant increase in missed bin reports and there is a correlation with a lack of internal knowledge and information sharing an example being relating to road closures.

It is therefore proposed that a Systems Support Officer role will be created which will focus on where customer demand is highest, with a view to improving and linking existing systems. The Officer will take a user centred design approach to existing digital systems such as My Monmouthshire and Monty in order to improve information efficiency, increase productivity, reduce callers and improve customer service delivery. This work will improve both the service for the customer and improve frontline service delivery.

### Costs:

| Band             | Job Role                                  | FTE         | Total Salary Cost |
|------------------|---|-------------|-------------------|
| Band E Scp 14-18 | Systems Support Officer                   | 1.00        | 30,794            |
| Band J Scp 35-39 | Enterprise Health & Safety Officer        | 1.00        | 52,634            |
|                  | <b>Total Staff Cost</b>                   | <b>2.00</b> | <b>83,427</b>     |
|                  | <b>Available Operational Team Funding</b> |             | <b>(16,513)</b>   |
|                  | <b>Budget Shortfall</b>                   |             | <b>66,914</b>     |

**Total Pressure for Enterprise & Community Animation      £66,914**

**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<br>£'000 | Proposed Cash Pressure<br>£'000 | Proposed Cash Saving<br>£'000 | Target year      |                  |                  |                  | Total Budget Change Proposed<br>£'000 |
|---------------------------|-------------------------|---------------------------------|-------------------------------|------------------|------------------|------------------|------------------|---------------------------------------|
|                           |                         |                                 |                               | 2022/23<br>£'000 | 2023/24<br>£'000 | 2024/25<br>£'000 | 2025/26<br>£'000 |                                       |
| Strategic Operations Team | 157                     | 67                              |                               | 67               |                  |                  |                  | 67                                    |

**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) |
|--------------------|--------|--|
| n/a                |        |  |

**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 <a href="#">Corporate Plan</a> ?    | Y   | <b>Future Focussed Council</b> – continuing to rapidly adapt, develop foresight capability and enable the service changes and countywide transformations that best meet the aspirations of our communities. |
| Has an initial Wellbeing & Future Generation Assessment being undertaken? | N   | <b>N/A</b>  |
| Will an option appraisal be required?                                     | N/A | <b>Previously undertaken</b>  |
| Will this proposal require any amendments to MCC policy?                  | N   | <b>No changes needed</b>  |

**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? |
|---|------------------------|--------------------------------------|
| The Strategic Operations Team has been designed to recognise service efficiencies and deficiencies. Where improvements are required steps will be implemented to improve service delivery and extend good practice. | Enterprise Directorate | 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?

The purpose of the Strategic Operations Team is to identify service efficiencies which are likely to lead to budget savings however it is difficult to quantify the savings at this time.

**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) |
|------------------------------------|---------------------------|---|
| N/a                                |                           |   |

**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) |
|--------------------|--|--------------------------|
| Enterprise DMT/SLT | Report presented by Chief Officer for Enterprise | December 2020            |

### 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)<br>Based on a score assessing the probability & impact | Mitigating Actions                  |
|--|---------------------------|--|---|-------------------------------------|
| Risk – not deploying the additional Officers | Strategic and Operational | Service deficiencies will continue and valuable service efficiencies will remain unidentified. | Medium  | Recruitment of the additional posts |

### 54. Assumptions

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

| Assumption   | Reason why assumption is being made (evidence)   | Decision Maker               |
|--|--|------------------------------|
| As Enterprise is a heavily operational Directorate, service deficiencies are being reported which means that service efficiencies need to be made. | Comments and complaints are being received via the Council's Contact Centre regarding the efficiency of some of the Enterprise Services. | Chief Officer for Enterprise |

### 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 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 |
|---------------------------------------|--|----------------|----------------|----------------|----------------|
| Customers                             | Service efficiencies recognised and implemented.<br>Performance Framework to be established. |                |                |                |                |

### 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?         |     | Potentially   |
| Will this project benefit from digital intervention?                | Y   | Relationships are being built with the Council's Digital Design and Innovation Team |

## 2022/23 Initial Saving and Pressure Proposal Form

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

|                |                           |                             |                                 |
|----------------|---------------------------|-----------------------------|---------------------------------|
| Proposal Title | Cleaning Service Pressure | Senior Responsible Officer: | Debra Hill-Howells              |
| Your Ref No:   | ENT9                      | Operational Lead Officer:   | Jan Davies / Anthony Berrington |
| Version No:    | 1                         | Directorate:                | Enterprise                      |
| Date:          | 16.11.12                  | Section:                    | Fleet & Facilities              |

**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.

The Council's cleaning service undertakes services in fixed locations such as schools and operational depots as well as providing mobile services to clean public conveniences. During the pandemic, there has been an increasing pressure on the service as demands for additional cleaning and deep cleaning have increased. The existing workforce has a very flat structure with limited management support which has made it difficult to respond to the extra demands and respond to changing requirements and resulting issues at each site. The base budget is derived from income from SLA agreements as well as a core budget to undertake cleaning in establishments such as museums which has not seen any uplift for a number of years and the costs of providing the service now exceed the allocated budget. The service needs to respond to the structural changes driven by the pandemic and therefore it is proposed to re-align the service through the creation of Head Cleaner posts in 18 of our larger site, which will result in an additional annual revenue cost of £10,873. In addition, we propose to create two new mobile cleaner posts who will respond to deep clean requests and also support sites that have staff shortages due to illness or vacancies. The cost of these posts, including vehicle hire is £36,232.

Finally, the unavoidable consequence of the additional cleaning requirements is additional equipment and consumables. It is forecast that the annual additional cost is £14,600. Therefore, there is a resulting cumulative pressure of £61,705.

**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.

Currently some staff are regularly working more than 12 hour shifts to be able to meet the increasing requests for additional cleaning and cover staff vacancies / sickness. This situation is impacting on the welfare of staff and impacts on the quality of the service that we are able to provide. The proposed re-structure will align resources to demand and enable service quality and resulting issues to be managed at a local level and dealt with promptly. An example of where the current resourcing issues is County Hall, where sections of the building have had to be closed until the lack of staff resources can be resolved. Whilst this is achievable in offices where staff are being asked to work from home, this approach is not available to school or other front-line operational establishments. In line with current regulations cleaning is enhanced to undertake regular cleaning of high touch areas and there is no prospect of this requirement changing in the short to medium term.

The use of cleaning products has increased in line with increased cleaning demand as well as the need for PPE and increasing costs associated with the supply chain.

**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<br>£'000 | Proposed Cash Pressure<br>£'000 | Proposed Cash Saving<br>£'000 | Target year      |                  |                  |                  | Total Budget Change Proposed<br>£'000 |
|--------------|-------------------------|---------------------------------|-------------------------------|------------------|------------------|------------------|------------------|---------------------------------------|
|              |                         |                                 |                               | 2022/23<br>£'000 | 2023/24<br>£'000 | 2024/25<br>£'000 | 2025/26<br>£'000 |                                       |
| Cleaning     | 216                     | 62                              |                               | 62               |                  |                  |                  | 62                                    |

|  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |

**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) |
|---|-----------------------------|--|
| The costs of cleaning public toilets are part funded by Town and Community Councils which are reviewed annually | Town and Community Councils | Annual SLA agreements                                |
|   |                             |  |

**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 <a href="#">Corporate Plan</a> ?    | 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   |                 |

**62. 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 service provision | Schools & MCC service areas | Positive                             |
|                            |                             |                                      |

**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?

|  |
|--|
| <p>SLA agreements are reviewed on an annual basis and costs are regularly reviewed. Cleaning hours are evaluated to reflect the needs of the client, however the additional cleaning requirements associated with covid regulations have resulted in increased demand which have fettered our ability to decrease hours.</p> <p>Vehicle usage is being reviewed to ensure that the fleet is fully utilised and where possible vehicles will be reduced to save expenditure and reduce our carbon footprint.</p> <p>Equipment is procured through framework agreements.</p> |
|--|

**64. Additional Considerations:**

| Question  | Y/N | Comments/Impact  |
|---|-----|--|
| Will this proposal have any staffing implications?              | Y   | The proposal will involve the recruitment of 2 additional staff and create Head cleaner posts in 18 establishments |
| Will this project have any legal implication for the authority? | N   |  |

### 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) |
|------------------------------------|---------------------------|---|
| N/A                                |                           |   |
|                                    |                           |   |
|                                    |                           |   |

### 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) |
|----------------|---|--------------------------|
| Cleaning staff | Consultation will be undertaken to implement a restructure if the pressure mandate is agreed. | April 2022               |
| Service Users  | Feedback and demand from clients have informed this proposal                                  |                          |
|                |   |                          |
|                |   |                          |

### 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)<br>Based on a score assessing the probability & impact | Mitigating Actions   |
|---|------------------------|---|---|--|
| The mandate is not agreed, and demand continues to increase, resulting in further building closures | Operational            | We have already had to undertake a part closure of County Hall and staffing recruitment continues to cause concern.                               | Medium  | Existing resources are deployed where required; however, this results in elongated working hours and overtime payments.                  |
| Covid cases continue to increase which requires additional deep cleans                              | Operational            | Covid infections in school have resulted in increasing demands for deep cleans for the school to be fully operational in line with covid guidance | Medium  | The proposed two new mobile cleaning posts will be able to attend sites and support existing teams to undertake deep cleans as required. |
| Unable to recruit new staff   | Operational            | We continually have difficulties in attracting staff into these roles   | Medium  | Improved advertising, increased training, appropriate equipment to be provided and more local support through Head Cleaner posts.        |

### 68. Assumptions

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

| Assumption   | Reason why assumption is being made (evidence)   | Decision Maker                      |
|--|--|-------------------------------------|
| Covid regulations requiring additional cleaning duties continue in the medium term | Recent publications have indicated that the pandemic will be in existence until the earliest end of 2023 or worst prediction 2026. Therefore, covid regulations will remain in force | Legislation and government guidance |
| The mobile cleaning team proposed will be sufficient additional                    | The creation of the two additional posts is based on a review of current demand and the resources require to meet this need as well as cover   | Debra Hill-Howells                  |

|                         |  |  |
|-------------------------|--|--|
| resource to meet demand | for staff holidays and sickness absences as currently there are no cover resources built into teams. |  |
|                         |  |  |

**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 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 |
|---------------------------------------|---|----------------|----------------|----------------|----------------|
| Budget                                | Cost neutral                                    |                |                |                |                |
| Customer                              | Improved service delivery and responsiveness    |                |                |                |                |
| Staff                                 | Working hours are in line with contracted hours |                |                |                |                |
|                                       |   |                |                |                |                |

**70. Additional considerations:**

| Question   | Y/N | Comments/Impact              |
|--|-----|------------------------------|
| Will this proposal require procurement of goods, services, or works? | Y   | Existing frameworks in place |
| 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   |                              |

## 2022/23 Initial Saving and Pressure Proposal Form

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

|                |                                   |                             |   |
|----------------|-----------------------------------|-----------------------------|---|
| Proposal Title | Community Hubs and Contact Centre | Senior Responsible Officer: | Matthew Gatehouse                                     |
| Your Ref No:   | CEO1                              | Operational Lead Officer:   | Amanda Southall / Richard Drinkwater / Cheryl Haskell |
| Version No:    | 2                                 | Directorate:                | CEOs  |
| Date:          | 12/11/21                          | Section:                    | Policy, Scrutiny and Customer Experience              |

**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.

A. To enable a temporary increase in staffing in the authority's contact centre to ensure that telephone response times can be maintained in the face of significant increases in demand from customers. **£44k pressure.**

The objective is to have the length of time that people have to wait for the phone to be answered and reduce the proportion of calls that are abandoned.

Alongside this short-term investment, digital transformation will be progressed at pace to improve back office process which will reduce call handling time meaning more calls can be answered in a timely manner. Improvements will also be made to self-service to increase the number of people who are able to resolve queries without needing to phone the authority.

B. To reduce the unachievable income targets set for community hubs which are aligned to i) Usk Post Office ii) Library fines and iii) room bookings. **£36.5k pressure**

This will enable the services to move forward on a solid financial footing. It was always recognised that the Post Office is run to benefit the community, would not make a profit and would require subsidy to continue. However, this has never been factored into budgets.

Other income streams have dried up during the pandemic seeking to increase income from these sources is counter to the potential community benefits. These income targets have never been met but have always been balanced out by holding staffing vacancies or underspending in other budget areas. However these options are no longer feasible with current levels of demand.

**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.

A 42% increase in phone calls compared to pre-pandemic levels has led to longer queue times, rising dis-satisfaction and increased complaints to Customer Relations.

Measures:

- The number of phone calls received by the authorities contact centre has increased by 30%
- The average wait time increased from 3 mins 11 seconds in 2019/20 to 6 mins 11 seconds in 2021/22

An initial pressure mandate for £60K submitted for 21-22 was reduced to £33K on the basis that improvements in digital solutions would improve the efficiency of back office processes and increase self-service. Work pressures across the authority have meant that teams have not been able to fully engage in this work resulting a delay to the anticipated benefits and the need to increase staffing to the end of 22-23. A non-recurring pressure is sought to maintain customer satisfaction and organisation reputation while process improvements can be implemented. Staff have been appointed on fixed-term contracts to ensure that additional costs are time-limited.

Community Hubs have consistently been unable to achieve income targets. This has been compounded by the pandemic and a growing recognition in the library sector that raising income from fines for overdue books is counter-productive to service outcomes as it deters borrowing by lower income households and can be a disincentive for many in returning overdue books. Income from room bookings has also been in decline as more meetings have moved on-line while post office income in a town the size of Usk, decoupled from a commercial activity such as a newsagent, will never be enough to cover staffing costs.

**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<br>£'000 | Proposed Cash Pressure<br>£'000 | Proposed Cash Saving<br>£'000 | Target year      |                  |                  |                  | Total Budget Change Proposed<br>£'000 |
|----------------|-------------------------|---------------------------------|-------------------------------|------------------|------------------|------------------|------------------|---------------------------------------|
|                |                         |                                 |                               | 2022/23<br>£'000 | 2023/24<br>£'000 | 2024/25<br>£'000 | 2025/26<br>£'000 |                                       |
| Contact Centre | 537                     | 44 (non-recurring)              |                               | 44               | (44)             | 0                | 0                | 44                                    |
| Community Hubs | 1,316                   | 36.5 (recurring)                |                               | 36.5             |                  |                  |                  | 36.5                                  |
| <b>Total</b>   |                         |                                 |                               | <b>80.5</b>      | <b>(44)</b>      |                  |                  | <b>80.5</b>                           |

**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) |
|--------------------|--------|--|
| n/a                |        |  |

**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 <a href="#">Corporate Plan</a> ?    | Y   | (19) COUNCIL ENABLES AND PROVIDES GOOD SUSTAINABLE LOCAL SERVICES WHILST DELIVERING AN EXCELLENT CUSTOMER EXPERIENCE ACROSS ALL CHANNELS |
| 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   |  |

**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? |
|-------------|------------------|--------------------------------------|
|             |                  |                                      |
|             |                  |                                      |

**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?

- Staffing rotas have been amended to ensure that shifts match demand patterns across the week e.g. call levels are higher in the morning and at the beginning of the week
- Digital transformation is underway with working groups analysing data and conducting end-to-end process mapping and service redesign
- Investments already made in app and chatbot functionality are meeting the needs of many residents and will continue to be improved to maximise take-up and encourage more residents to make these their channel of choice
- A new charging approach will be implemented for room bookings to differentiate between commercial and social/charitable organisations
- Different working arrangements for the post office will be evaluated to establish if income levels and customer satisfaction can be maintained while reducing operating costs
- Usk Town Council already make a financial contribution to the costs of running the post office

**78. Additional Considerations:**

| Question  | Y/N | Comments/Impact  |
|---|-----|--|
| Will this proposal have any staffing implications?              | Y   | <b>Appointment of staffing levels above the current establishment for the remainder of 21-22 and the entirety of 22-23</b> |
| 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) |
|------------------------------------|---|---|
| Digital Transformation             | This has already been resourced and capacity is in place to facilitate digital transformation |   |
|                                    |   |   |
|                                    |   |   |

**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) |
|-----------|-------------|--------------------------|
| n/a       |             |                          |
|           |             |                          |
|           |             |                          |
|           |             |                          |

**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)<br>Based on a score assessing the probability & impact | Mitigating Actions |
|-----------------|------------------------|----------------------------------|---|--------------------|
|                 |                        |                                  |   |                    |

|   |             |   |        |  |
|---|-------------|---|--------|--|
| Potential risk that Usk Town Council reduce financial support for the post office | operational | Town Council will also experience budget pressures  | Low    | Continue to maintain a well-valued service   |
| Digital transformation does not improve efficiency or result in channel shift     | Strategic   | New approaches are not yet proven and carry a degree of risk<br>High levels of digital exclusion / existing preferences for conventional channels | Medium | Effective project management, involve staff groups and ensure process improvements are tested with users prior to launch |
|   |             |   |        |  |

## 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 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 |
|---------------------------------------|--|----------------|----------------|----------------|----------------|
| customer                              | Percentage of missed calls   | <18%           | <15%           | <12%           | <12%           |
| customer                              | Average queue time   | <3mins         | <2.5mins       | <2.5mins       | <2.5mins       |
| customer                              | Number of people using chatbot (month average)                           | 1800           | 2200           | 2500           | 3000           |
| process                               | Percentage of people self-serving v needs met via hubs or contact centre | tbc            |                |                |                |
| Budget                                | Post Office income   | £11,000        |                |                |                |

## 84. 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   | Potential to collaborate with other authorities using similar digital products to share learning and potential economies of scale through joint procurement of technology |
| Will this project benefit from digital intervention?                | Y   | Already underway  |

## 2022/23 Initial Saving and Pressure Proposal Form

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

|                |  |                             |                     |
|----------------|--|-----------------------------|---------------------|
| Proposal Title | People & Governance – Members Allowance Increase | Senior Responsible Officer: | Matt Phillips       |
| Your Ref No:   | PG1  | Operational Lead Officer:   | John Pearson        |
| Version No:    |  | Directorate:                | PG                  |
| Date:          |  | Section:                    | Democratic 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.**

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

**1. Increase in Members Remuneration - £124k Pressure.**

The independent Remuneration panel for Wales has produced a draft report that recommends an uplift in member allowances for the 22-23 financial year. The below figures include the increase in Members from 43 to 46 as well.

**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.

**1. Members Pay Award – £124k**

**Cost of Pay uplift based on Existing Cabinet Structure**

|                                     | £              |
|-------------------------------------|----------------|
| Uplift in basic salary              | 61,472         |
| Additional councillors basic salary | 50,400         |
| Special allowance increase          | 27,588         |
| Additional co-optees audit (est)    | 10,000         |
| <b>Total Annual Increase</b>        | <b>149,460</b> |

**Impact on Existing Member Budget 22-23**

|  | £                |
|--|------------------|
| Projected Base Budget 22-23  | 1,004,148        |
| + 1% Pay award already built into MTFP model   | 12,977           |
| <b>Total Base Budget 22-23</b>   | <b>1,017,125</b> |
| <b>Projected 22-23 Member Costs based on Allowance uplift from May 2022 (incl officer support)</b> | <b>1,141,153</b> |
| <b>Projected Budget Shortfall 22-23</b>  | <b>124,028</b>   |

\*A £12k pressure will need to be included in 23-24 to uplift budget for 12months worth of allowance increase.

**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<br>£'000 | Proposed Cash Pressure<br>£'000 | Proposed Cash Saving<br>£'000 | Target year      |                  |                  |                  | Total Budget Change Proposed<br>£'000 |
|---------------|-------------------------|---------------------------------|-------------------------------|------------------|------------------|------------------|------------------|---------------------------------------|
|               |                         |                                 |                               | 2022/23<br>£'000 | 2023/24<br>£'000 | 2024/25<br>£'000 | 2025/26<br>£'000 |                                       |
| Members Costs | 1,058                   | 124                             |                               | 124              | 12               |                  |                  | 136                                   |
| <b>Total</b>  | <b>1,058</b>            | <b>124</b>                      |                               | <b>124</b>       |                  |                  |                  |                                       |
|               |                         |                                 |                               |                  |                  |                  |                  |                                       |

**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 <a href="#">Corporate Plan</a> ?    |     | N/A – there is no discretion over this change |
| Has an initial Wellbeing & Future Generation Assessment being undertaken? |     |   |
| Will an option appraisal be required?                                     |     |   |
| Will this proposal require any amendments to MCC policy?                  |     |   |

**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?

As above – no discretion here.

**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) |
|-----------|-----------------|--------------------------|
| IRP       | Mandated by IRP |                          |
|           |                 |                          |
|           |                 |                          |
|           |                 |                          |

**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 -<br>Budget/Process/Staff/Customer | Indicator | Target<br>2022/23 | Target<br>2023/24 | Target<br>2024/25 | Target<br>2025/26 |
|--|-----------|-------------------|-------------------|-------------------|-------------------|
|  |           |                   |                   |                   |                   |
|  |           |                   |                   |                   |                   |
|  |           |                   |                   |                   |                   |
|  |           |                   |                   |                   |                   |

**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   |                 |

## 2022/23 Initial Saving and Pressure Proposal Form

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

|                |                                |                             |                  |
|----------------|--------------------------------|-----------------------------|------------------|
| Proposal Title | Investment Portfolio Pressures | Senior Responsible Officer: | Peter Davies     |
| Your Ref No:   | RES 2                          | Operational Lead Officer:   | Deb Hill-Howells |
| Version No:    |                                | Directorate:                | Resources        |
| Date:          | 15.11.21                       | 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.**

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

### **1)Investments Rental Shortfall - £650k**

The Council has undertaken two investment acquisitions, Castlegate in June 2018, and Newport Leisure Park in March 2019. The assets have a combined net annual income target of £609,000 and surplus income has been allocated to a sinking fund.

At the time of acquiring Castlegate, we were aware that a tenant had the ability to exercise a break clause in March 2022, which would have a significant impact on the rent roll. The tenant has now served notice to exercise the break, which will result in a loss of rental and additional landlord expenditure to meet the void service charge costs. The consequence is a pressure in 2022/23 of £1,089,274.

Newport Leisure Park was significantly impacted during the pandemic as the leisure sector was subject to closure periods and following re-opening initially social distancing limited capacity. Whilst the leisure sector is starting to bounce back, the loss of several tenants and the ongoing trading position will result in a projected shortfall of £99,933 against the net income target of £400,000.

It is proposed that the sinking funds are combined and used to reduce the overall impact of the projected loss, the estimated balance of the sinking fund at end of 21-22 will be £539,056, if all of this amount is used then the combined pressure will reduce to **£650,151**.

|  | Indicative Budget<br>22-23 | Projected<br>Outturn 22-23 | Variance         |
|--|----------------------------|----------------------------|------------------|
| Castlegate                             | - 209,000                  | 880,274                    | 1,089,274        |
| Newport Leisure Park                   | - 400,000                  | - 300,067                  | 99,933           |
| <b>Net Position</b>                    | <b>- 609,000</b>           | <b>580,207</b>             | <b>1,189,207</b> |
| Combined Sinking Fund                  |                            |                            | - 539,056        |
| <b>Projected Budget Pressure 22-23</b> |                            |                            | <b>650,151</b>   |
|  |                            |                            |                  |

### **2)Magor Offices Rental Pressure - £100k**

Innovation House has now been re-designated as an investment asset and an additional £100,000 income target was applied to the budget. Due to the pandemic the office sector has changed significantly and companies are looking to rationalise office accommodation, which has meant that the current large floorspaces are not proving attractive to potential investors. Work is underway to consider the options for the site, which could include disposal or re-configuring the space into smaller suites or flexible working opportunities. The current income target is not achievable and has resulted in a £100,000 pressure for the service.

### 3) Markets Income Pressure - £31k

The Markets service is forecasting an income shortfall of £31,000 for the forthcoming year. The traders in Abergavenny Town Hall have encountered trading difficulties due to the Town Hall refurbishment and Covid restrictions. It is not proposed to increase pitch fees in April 22, therefore we will be unable to recover the £31k shortfall.

**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.

Note, the below data has been modified due to Commercial sensitivity.

#### Newport Leisure Park

|                         | Forecast Position<br>22-23 |
|-------------------------|----------------------------|
| Total Expenditure       | 940,987                    |
| Total Income            | - 1,241,054                |
| Net Investment Position | - 300,067                  |
| MTFP Surplus            | - 400,000                  |
| Net MTFP Position       | 99,933                     |

#### Castlegate

|                              | Forecast Position<br>2022-23 |
|------------------------------|------------------------------|
| Total Expenditure            | 1,350,630                    |
| Total Income                 | - 470,356                    |
| Net Investment Position      | 880,274                      |
| MTFP Budgeted Surplus        | - 209,000                    |
| Net Projected MTFP Shortfall | 1,089,274                    |

|                       | 21-22<br>Budget | 22-23<br>Projection | Variance | Notes   |
|-----------------------|-----------------|---------------------|----------|---|
| Estates Income Budget | - 402,000       | - 302,000           | 100,000  | Vacant office space Magor   |
| Markets Income Budget | - 327,505       | - 296,505           | 31,000   | Stall Income is projected to be below budget due to impact of pandemic. |

**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 |
|--------------------------|----------------------|------------------------------|----------------------------|---------------|---------------|---------------|---------------|------------------------------------|
|                          |                      |                              |                            | 2022/23 £'000 | 2023/24 £'000 | 2024/25 £'000 | 2025/26 £'000 |                                    |
| Investment Properties    | (609)                | 650                          |                            | 650           |               |               |               | 650                                |
| Magor Office Rental      | 225                  | 100                          |                            | 100           |               |               |               | 100                                |
| Markets Income Shortfall | (28)                 | 31                           |                            | 31            |               |               |               | 31                                 |
| <b>Total</b>             | <b>(412)</b>         | <b>781</b>                   |                            | <b>781</b>    |               |               |               | <b>781</b>                         |

**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) |
|--------------------|--------|--|
| n/a                |        |  |
|                    |        |  |

**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 <a href="#">Corporate Plan</a> ?    | Y   | Castlegate is a strategic employment site in Monmouthshire   |
| Has an initial Wellbeing & Future Generation Assessment being undertaken? | N   |  |
| Will an option appraisal be required?                                     | Y   | Investment Committee regularly review performance and determine whether to retain or dispose of the assets |
| 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 affected? | Is this impact positive or negative? |
|-------------|------------------|--------------------------------------|
|             |                  |                                      |
|             |                  |                                      |
|             |                  |                                      |

**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?

At the time of acquisition sinking funds were established so that any net income over the income target of £609,000 could be allocated to reserves to offset a future income deficit given the cyclical nature of the property market and to mitigate the impact of voids. Whilst no one predicted the pandemic, the sinking fund can offset the forecast income loss in NLP and Castlegate. It is acknowledged that the pandemic has accelerated structural changes in the office market and Castlegate now needs to respond to those changes so that the site can become an attractive proposition for future occupiers. This may involve landlord refurbishments and tenant inducements which will have a short-term negative impact on the financial performance, however, would safeguard a longer-term income position.

**106. 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   |                 |

**107. Up-front Investment Requirement**

Describe any additional skills, resource and capability needed 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) |
|------------------------------------|---------------------------|---|
| Marketing and agency support       | External providers        |   |
|                                    |                           |   |
|                                    |                           |   |

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

| Consultee            | Description  | Date (delivered/planned)      |
|----------------------|--|-------------------------------|
| Investment Committee | A review of the Investment portfolio performance was discussed at Investment Committee together with the options of retention or disposal. | 9 <sup>th</sup> November 2021 |
|                      |  |                               |
|                      |  |                               |
|                      |  |                               |

**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)<br>Based on a score assessing the probability & impact | Mitigating Actions  |
|--|------------------------|---|---|---|
| That Castlegate fails to attract any new tenants | Operational            | The site is yet to be marketed and the structural changes to the office market. | Medium  | A professional marketing campaign, utilising established networks to identify and respond to interest. Potential for landlord investment in refurbishments to meet future occupier needs. |

|   |             |   |        |   |
|---|-------------|---|--------|---|
| The NLP trading position deteriorates because of new covid measures | Operational | The previous restrictions significantly impacted on tenants and their ability to trade.   | Medium | It is assumed that if further restrictions were introduced, hardship funding would be re-introduced by WG which would be utilised to support tenants. |
| NLP fails to attract new tenants and voids increase.                | Operational | Whilst we have been successful in attracting interest to one unit, the same level of interest may not be forthcoming on other units due to the trading formats. | Medium | Leisure specialist agents will be appointed to support MCC in attracting new occupiers and will enable us to access new networks and opportunities.   |

### 110. Assumptions

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

| Assumption  | Reason why assumption is being made (evidence)   | Decision Maker       |
|---|--|----------------------|
| Void liabilities in Castlegate are mitigated.   | A review of the service charge is being undertaken to reflect the reduced occupancy levels but ensuring that site remains attractive for existing and potential tenants.   | Debra Hill-Howells   |
| That Investment Committee approve any requests for landlord refurbishments to secure new lettings | It is acknowledged that Castlegate may require refurbishment in part to respond to the changing market demands. Any expenditure to be funded from approved borrowing, with the resultant debt to be serviced through the income. | Investment Committee |

### 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 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 |
|---------------------------------------|----------------------------------|----------------|----------------|----------------|----------------|
| Budget                                | Budget delivered within forecast |                |                |                |                |
|                                       |                                  |                |                |                |                |
|                                       |                                  |                |                |                |                |

### 112. Additional considerations:

| Question   | Y/N | Comments/Impact   |
|--|-----|---|
| Will this proposal require procurement of goods, services, or works? | Y   | Leisure agents for NLP  |
| Will this proposal impact on the authorities-built assets?           | Y   | This proposal seeks to deal with a projected shortfall on income in the forthcoming financial year. |
| Will this proposal present any collaboration opportunities?          | N   |   |
| Will this project benefit from digital intervention?                 | N   |   |

## 2022/23 Initial Saving and Pressure Proposal Form

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

|                |   |                             |                   |
|----------------|---|-----------------------------|-------------------|
| Proposal Title | Property Services – Net Income Pressure | Senior Responsible Officer: | Peter Davies      |
| Your Ref No:   | RES6                                    | Operational Lead Officer:   | Deb Hill-Howells  |
| Version No:    | 1                                       | Directorate:                | RES               |
| Date:          | 12.11.20                                | Section:                    | Property 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.**

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

The Property Services revenue budget relies on the ability to recharge an element of staff time to the capital programme. The income budget for capital fees has been increased in recent years to take into account the larger projects that the team have worked on such as 21<sup>st</sup> century schools and Gwent Police HQ.

Discussions are on-going with Gwent Police to ascertain their programme of works to determine the workload for the service in the short to medium term to confirm the income position. If Gwent Police are unable to provide a certain and guaranteed workstream resources will need to be reduced in line with confirmed income streams. Early estimates indicate that following a realignment in resources the net shortfall in service budget will be £139k

**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.

### Property Services – Estimated 22-23 Funding Shortfall

|                     | 21-22 Budget   | 22-23 Projection | Variance       |
|---------------------|----------------|------------------|----------------|
| Service Expenditure | 1,733,034      | 1,414,284        | - 318,750      |
| Service Income      | - 1,502,784    | - 1,044,772      | 458,012        |
| <b>Total</b>        | <b>230,250</b> | <b>369,512</b>   | <b>139,262</b> |

**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<br>£'000 | Proposed Cash Pressure<br>£'000 | Proposed Cash Saving<br>£'000 | Target year      |                  |                  |                  | Total Budget Change Proposed<br>£'000 |
|-------------------|-------------------------|---------------------------------|-------------------------------|------------------|------------------|------------------|------------------|---------------------------------------|
|                   |                         |                                 |                               | 2022/23<br>£'000 | 2023/24<br>£'000 | 2024/25<br>£'000 | 2025/26<br>£'000 |                                       |
| Property Services | 230                     | 139                             |                               | 139              |                  |                  |                  | 139                                   |
| <b>TOTAL</b>      | <b>230</b>              | <b>139</b>                      |                               | <b>139</b>       |                  |                  |                  | <b>139</b>                            |

|  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|
|  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|

**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) |
|--------------------|--------|--|
|                    |        |  |
|                    |        |  |

**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 <a href="#">Corporate Plan</a> ?    | Y   | Sustainable and resilient organisation |
| 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   |  |

**118. 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?   |
|---|---|--|
| Reducing our resources base will result in the need to commission resources on a task and finish basis, which may increase project lead in times.             | Property Services Users and colleagues in Property Services | Negative for the staff involved and the corporate entity as access to internal technical advice will be reduced. |
| If Gwent Police are able to provide certainty on workstreams, this will provide certainty for the team in the medium term and mitigate the financial pressure | Property Services team                                      | Positive – roles will be safeguarded for the medium term   |
|   |   |  |

**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?

|  |
|--|
| <p>The primary action is to secure a guaranteed works and income stream from Gwent Police which will offset the revenue pressure and enable the existing resource base to be retained.</p> <p>In the event that Gwent Police are unable to confirm their works programme, the staffing base within Property Services will be realigned to match project pipeline, which will reduce the pressure to the identified £139,000.</p> |
|--|

**120. Additional Considerations:**

| Question   | Y/N | Comments/Impact  |
|--|-----|--|
| Will this proposal have any staffing implications? | Y   | A restructure of Property Services will be undertaken to realign capacity to workflow demands. |

|   |   |  |
|---|---|--|
| Will this project have any legal implication for the authority? | N |  |
|---|---|--|

### 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) |
|------------------------------------|---------------------------|---|
|                                    |                           |   |
|                                    |                           |   |
|                                    |                           |   |

### 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) |
|-------------------------|---|--------------------------|
| Property Services Staff | A restructure will be requirement to reduce resources in line with workflow projections | tbc                      |
|                         |   |                          |
|                         |   |                          |
|                         |   |                          |

### 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)<br>Based on a score assessing the probability & impact | Mitigating Actions   |
|--|------------------------|--|---|--|
| Resources are reduced and further work demands are identified      | Operational            | Reducing resources removes expertise and capacity, which will limit our ability to respond to new or increased workload pressures  | Medium  | Capacity and expertise will be commissioned externally on a task and finish basis  |
| An agreed pipeline of works with Gwent Police does not materialise | Operational            | The preference is to guarantee a works pipeline to preserve the existing staffing base. If a pipeline is agreed, but is not subsequently delivered, MCC will be carrying an unfunded pressure. | Medium  | Discussions are already ongoing with Gwent Police and it is expected that these discussions will conclude early in 2022. |

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

| Assumption  | Reason why assumption is being made (evidence)  | Decision Maker |
|---|---|----------------|
| That income levels continue to fall in line with forecast pipeline as evidenced by the current financial year | Income fees have reduced this year as a large project closes and identified pipelines do not provide sufficient income in the short to medium term to offset income requirements. | PD/DHH         |
|   |   |                |

**124. 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 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 |
|---------------------------------------|---|----------------|----------------|----------------|----------------|
| Budget                                | Income targets are met, and the service is cost neutral to MCC          |                |                |                |                |
| Staff                                 | Resources are reduced in line with available / forecast income          |                |                |                |                |
| Customers                             | Projects are delivered with the required support from Property Services |                |                |                |                |
|                                       |   |                |                |                |                |

**125. 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   |                 |

**2022/23 Initial Saving and Pressure Proposal Form**

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

|                |   |                             |                               |
|----------------|---|-----------------------------|-------------------------------|
| Proposal Title | Housing benefit shortfall – rehabilitation unit | Senior Responsible Officer: | Peter Davies                  |
| Your Ref No:   | RES8  | Operational Lead Officer:   | Ruth Donovan/Richard Davies   |
| Version No:    | 1   | Directorate:                | Resources                     |
| Date:          | 09/11/21  | Section:                    | Revenues, Systems & Exchequer |

**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.**

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

Within the county is an animal therapy drug and alcohol rehabilitation establishment which provides supported housing for mainly single male clients. The referrals to the farm come from across the country and are not exclusive to Monmouthshire.

The rents applied by the operators have been agreed as reasonable by the Council but are comparatively lower than other forms of supported housing. The rents were subject to a formal review three years ago but it was felt by the Council that the organisation was of great value, doing significant good work and that the rents should not be reduced. Most clients who reside there receive maximum Housing Benefit due to their low income status.

However, because the operator is a registered charity providing supported housing the Council does not receive full subsidy for any Housing Benefit paid. The tenancies fall under Regulation 12 of the 2006 Housing Benefit Regulations which means they are subject to a rent officer assessment. The Council receives only 60 per cent of the subsidy on Housing Benefit paid above the level determined by the rent officer as the claim-related rent, meaning that the Council are having to fund the remaining 40%.

The situation is likely to be ongoing, as there is no immediate expectation that there will be a change to the Housing Benefit regulations or to the operational status of the unit.

**127. 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.

Email confirmation from Richard Davies Shared Benefits Service which is supported by data held on the Housing Benefit system and reported as part of the Housing Benefit Subsidy return.

**128. 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<br>£'000 | Proposed Cash Pressure<br>£'000 | Proposed Cash Saving<br>£'000 | Target year      |                  |                  |                  | Total Budget Change Proposed<br>£'000 |
|------------------------|-------------------------|---------------------------------|-------------------------------|------------------|------------------|------------------|------------------|---------------------------------------|
|                        |                         |                                 |                               | 2022/23<br>£'000 | 2023/24<br>£'000 | 2024/25<br>£'000 | 2025/26<br>£'000 |                                       |
| Housing Benefit Budget | 173                     | 32                              |                               | 32               |                  |                  |                  | 32                                    |

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

| Funding Identified   | Source | Current status (i.e. confirmed, in application, etc) |
|--|--------|--|
| Yes – all Housing Benefit Subsidy claimable has been applied |        |  |
|  |        |  |

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

| Question | Y/N | Comments/Impact |
|----------|-----|-----------------|
|          |     |                 |

|   |   |  |
|---|---|--|
| Does this proposal align with the MCC <a href="#">Corporate Plan</a> ?    | Y |  |
| 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 |  |

**131. 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? |
|-------------|------------------|--------------------------------------|
|             |                  |                                      |
|             |                  |                                      |
|             |                  |                                      |

**132. 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?

These pressures have previously been managed within the Housing Benefit budget. However demand pressures are building, largely as a result of the pandemic, meaning that it is not possible to continue to absorb these costs within the existing budget. In supporting the establishment, costs are ongoing and are unlikely to change in the near future.

**133. 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   |                 |

**134. 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                                |                           |   |
|                                    |                           |   |
|                                    |                           |   |

**135. 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       |             |                          |
|           |             |                          |
|           |             |                          |
|           |             |                          |

**136. 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)<br>Based on a score assessing the probability & impact | Mitigating Actions |
|---|------------------------|---|---|--------------------|
| Risk if this service was not supported there could be a detrimental impact on vulnerable individuals across the country | Operational            | Long term nature of the establishment means it is difficult to absorb these recurring costs within existing budgets | Medium  |                    |
|   |                        |   |   |                    |
|   |                        |   |   |                    |

**137. 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 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 |
|---|-----------|----------------|----------------|----------------|----------------|
| Ongoing service monitoring through Service Business Plans and Shared Service Board Meetings | n/a       |                |                |                |                |
|   |           |                |                |                |                |
|   |           |                |                |                |                |
|   |           |                |                |                |                |

**139. 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   |                 |

## 2022/23 Initial Saving and Pressure Proposal Form

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

|                |   |                             |                               |
|----------------|---|-----------------------------|-------------------------------|
| Proposal Title | Shared Revenues & Benefits Service – Unfunded staff costs and contributions | Senior Responsible Officer: | Peter Davies                  |
| Your Ref No:   | RES9  | Operational Lead Officer:   | Ruth Donovan                  |
| Version No:    | 1   | Directorate:                | Resources                     |
| Date:          | 05/11/21  | Section:                    | Revenues, Systems & Exchequer |

**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.

There are two elements to this budget pressure:

Firstly regarding the Shared Revenues and Benefits Service run by Torfaen County Borough Council. Each year the annual contribution Monmouthshire makes increases to reflect the annual pay award and increments for Officers of the Shared Service. However, the MTFP model does not allow for an annual inflation uplift for these costs (budget is showing against non-pay). In previous years the increase has been managed within the sections budget. However this is not sustainable in the long term.

The second element is that the Revenues, Systems & Exchequer budget is carrying a pressure in its staffing budget for the unfunded element of the 2020/21 pay award. This has been managed in 2021/22 through holding vacancies open. However this position cannot be maintained into next year.

**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.

Email confirmation from Sharon Leah (Accountant for TCBC) of the estimated increase in Monmouthshire's contribution to the Shared Service for 2022/23.

**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<br>£'000 | Proposed Cash Pressure<br>£'000 | Proposed Cash Saving<br>£'000 | Target year      |                  |                  |                  | Total Budget Change Proposed<br>£'000 |
|-------------------------------|-------------------------|---------------------------------|-------------------------------|------------------|------------------|------------------|------------------|---------------------------------------|
|                               |                         |                                 |                               | 2022/23<br>£'000 | 2023/24<br>£'000 | 2024/25<br>£'000 | 2025/26<br>£'000 |                                       |
| Revenues, Systems & Exchequer | 287                     | 22                              |                               | 22               |                  |                  |                  | 22                                    |

|  |       |      |  |      |  |  |  |      |
|--|-------|------|--|------|--|--|--|------|
| - Revenues & Benefits                    |       |      |  |      |  |  |  |      |
| Revenues, Systems & Exchequer – Staffing | 1,099 | 11.5 |  | 11.5 |  |  |  | 11.5 |
|  |       |      |  |      |  |  |  |      |

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) |
|--------------------|--------|--|
| n/a                |        |  |
|                    |        |  |

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 <a href="#">Corporate Plan</a> ?    | 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   |                 |

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?            |
|--|------------------------------------|---|
| Maintaining the successful Shared Service arrangements | Shared Revenues & Benefits Service | Positive if current arrangements are maintained |
| Ensuring the Team operates to its full capacity        | Whole team                         | Positive if full team is in place               |
|  |                                    |   |

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?

These pressures have previously been managed across the Revenues, Systems and Exchequer budget through contract savings and service reconfiguration. However pressures are building with costs increasing across the board e.g. increases in our core financial system costs and card payment fees making it increasingly hard to absorb these recurring costs. Prior to the creation of the Shared Revenues and Benefits Service these annual salary uplifts would have automatically increased under the MTFP.

147. **Additional Considerations:**

| Question | Y/N | Comments/Impact |
|----------|-----|-----------------|
|          |     |                 |

|   |   |  |
|---|---|--|
| Will this proposal have any staffing implications?              | Y | May need to continue to hold open vacancies and revisit the service expectations for the Shared Revenues and Benefits Service. |
| 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) |
|------------------------------------|---------------------------|---|
| n/a                                |                           |   |
|                                    |                           |   |
|                                    |                           |   |

#### 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) |
|-----------|-------------|--------------------------|
| n/a       |             |                          |
|           |             |                          |
|           |             |                          |
|           |             |                          |

#### 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)<br>Based on a score assessing the probability & impact | Mitigating Actions   |
|---|------------------------|--|---|--|
| Risk that will not be able to maintain Revenue and Benefit services at their current levels | Operational            | If partners contributions don't cover core service costs the level of service provided will have to be reviewed. Putting vulnerable citizens at risk and potentially impacting our council tax collection. | Medium  | Service redesign and automation is ongoing and will help but won't be able to fill the gaps. |
|   |                        |  |   |  |
|   |                        |  |   |  |

#### 151. Assumptions

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

| Assumption      | Reason why assumption is being made (evidence)  | Decision Maker                     |
|-----------------|---|------------------------------------|
| Estimated costs | The assumed increase in MCC's contribution to the Shared Service is based on estimated figures provided by Torfaen's service accountant. These figures may be revised/amended as Torfaen move through budget setting. | Shared Revenues and Benefits Board |
|                 |   |                                    |

#### 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 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 |
|---|-----------|----------------|----------------|----------------|----------------|
| Ongoing service monitoring through Service Business Plans and Shared Service Board Meetings | n/a       |                |                |                |                |
|   |           |                |                |                |                |
|   |           |                |                |                |                |
|   |           |                |                |                |                |

**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?         | Y   | Maintaining the ongoing collaboration with TCBC |
| Will this project benefit from digital intervention?                | N   |   |

**Full Cost budget adjustment explanations**

In addition to specific service pressure and savings mandates, the budget has the potential to also move year on year due to corporate changes. The following briefing note provides details of those revisions.

**PRESSURES**

|       |  |         |
|-------|--|---------|
| CORP1 | Assumed 1.75% pay award - Non teaching | 611,000 |
|-------|--|---------|

The medium term financial plan is currently based on an assumption of a 1% pay award for non-teaching staff year on year. The forecast pressure of £611,000 represents an additional 0.75% that is currently expected to be awarded on top of the 1% for 2022/23 financial year. The final level of award for 2022/23 will not be known until mid-way through the year itself following the pay negotiation process, and therefore this represents a degree of budgetary risk that will need to be carried into the financial year.

|       |                            |         |
|-------|----------------------------|---------|
| CORP2 | Non pay inflation - Energy | 446,000 |
|-------|----------------------------|---------|

Total anticipated pressure **£445,505.**

- Our energy is purchased through the National Procurement Service (NPS) arrangement with Crown Commercial Services (CCS) over an extended window (9-10 months) starting in April each year for the following April's 12-month fixed price contracts. (e.g. purchasing began in April 21 for Apr-22 to Mar-23 prices.
- CCS watch the wholesale market movement, purchasing amounts of energy at various points to try and take advantage of falls / minimise impact of increase in prices and trying to work within a price cap.
- Based on the August 21 update, CCS have purchased 92-93% of our energy and are forecasting an overall price increase of approximately 40%. Based on a quick analysis of the estimated unit rates v our average rates, the impact of increases could be to the following scale:

Projected increases based on CCS data :-

- Gas 29%
- Electricity 21%

Calculation takes into account energy usage across all of the authority's estate including schools but excludes our investment portfolio as energy increase will be borne by tenants.

|              | <b>2021/22</b>                                  | <b>2022/23</b>                                  |
|--------------|---|---|
|              | Based on existing rates applied to 2019/20 cons | Forecast rates applied to 2019/20 cons<br>(Low) |
| Electricity: |   |   |
| Forecast     | £1,630,919                                      | £1,924,429                                      |
| Increase     |   | <b>£293,510</b>                                 |
| Gas:         |   |   |
| Forecast     | £526,614  | £678,609  |
| Increase     |   | <b>£151,995</b>                                 |

- Caveats to above:
  - 8-9% of energy still to be purchased with market rising.
  - Non-energy costs and standing charges included in expenditure may increase at different levels.
- Longer term, CCS will begin to purchase for April 2023 in April 2022, by which time some of the issues impacting prices now may well have changed, and they will try to purchase to manage impact through that window too, i.e. to take advantage if prices drop.
  - Alternative procurement strategies may provide more flexibility (e.g. different contract pricing lengths, reverse auctions, flexible rates), but they come with other risks and we also have to give CCS 6 months' notice before the buying window.

|       |                                   |         |
|-------|-----------------------------------|---------|
| CORP3 | Fire precept - estimated increase | 188,000 |
|-------|-----------------------------------|---------|

The Council will not receive notice from the South Wales Fire & Rescue Authority of their precept for next year until February 2022. The forecast increase currently included of £188,000 is based on the estimated increase in MCC Council tax of 3.95% which represents the best estimate at present of how the fire authority budget will also be impacted for 2022/23.

|       |   |        |
|-------|---|--------|
| CORP4 | Employers national insurance contribution<br>1.25% rise | 96,000 |
|-------|---|--------|

From 6 April 2022 to 5 April 2023 National Insurance contributions for MCC as an employer will increase by 1.25%, reflecting the requirement of Central Government to collect and earmark the additional funds to be spent on the NHS and social care in the UK. From April 2023, these increases will be legislated separately as a “health and social care” (H&SC) levy and NIC rates will return to 2021/22 levels.

|       |               |        |
|-------|---------------|--------|
| CORP6 | Coroners levy | 24,000 |
|-------|---------------|--------|

The coroner service requires additional resource in terms of a full time area coroner to be added to the budget to supplement the service given the volume of cases experienced and the need to address the significant backlog in inquest hearings.

Historically the Coroner has had access to assistant coroners on a casual basis to cover for periods of training or absence. It is anticipated that the area coroner would be available to provide this cover in future and so a budgetary saving has been assumed to assist in affording the services of a full time area coroner.

|       |               |        |
|-------|---------------|--------|
| CORP7 | Archives levy | 14,000 |
|-------|---------------|--------|

The initial budget for 2022/23 is showing various accumulated inflationary pressures which are only partially offset by reduced occupancy in the General Offices;

The 2022/23 budget seeks to increase the Joint Authority contributions for the first time since 2015/16 in the face of rising service costs.

|       |   |        |
|-------|---|--------|
| CORP8 | Reduction in Crematorium service dividend | 46,000 |
|-------|---|--------|

The expected reduction in crematorium service dividend that ensures that the service remains sustainable in the longer term without a reliance on reserves.

## SAVINGS

|       |                          |           |
|-------|--------------------------|-----------|
| CORP5 | Capitalisation directive | (442,000) |
|-------|--------------------------|-----------|

In recent years the Council has made use of Welsh Government’s capitalisation directive to meet one-off costs associated with service reform. The Council has had to make use of this flexibility in 2019/20, 2020/21 and 2021/22, and further plans to do so in 2022/23. The identified expenditure should meet 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.

The base budget for 2022/23 already includes £2.2m in support from capitalisation directive and service heads have identified a further £442k as being eligible to be funded via this mechanism.

The medium term financial plan currently assumes that majority of this support will be switched off from 2023/24 onwards, however consideration will need to be given to how services are given the opportunity for a “soft landing” following a period of significant service redesign and where new structures and processes may not yet be fully embedded.

For information, the following outlines the projected level of capital receipts over the medium term including the additional use of £442k in 2022/23:

|   | 2021/22<br>£000 | 2022/23<br>£000 | 2023/24<br>£000 | 2024/25<br>£000 | 2025/26<br>£000 |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|
| Balance as at 1st April                                   | 9,581           | 13,872          | 12,081          | 10,994          | 9,907           |
| Capital receipts used for financing                       | (3,737)         | (1,895)         | (684)           | (684)           | (684)           |
| Capital receipts used to support capitalisation direction | (2,208)         | (2,650)         | (507)           | (507)           | (507)           |
| Capital receipts Received or Forecast                     | 10,236          | 2,754           | 104             | 104             | 104             |
| <b>Forecast Balance as at 31st March</b>                  | <b>13,872</b>   | <b>12,081</b>   | <b>10,994</b>   | <b>9,907</b>    | <b>8,820</b>    |



## 2022/23 Initial Saving and Pressure Proposal Form

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

|                |   |                             |                 |
|----------------|---|-----------------------------|-----------------|
| Proposal Title | Enterprise – Discretionary Fees & Charges Increases | Senior Responsible Officer: | Frances O'Brien |
| Your Ref No:   | ENT10   | Operational Lead Officer:   | Frances O'Brien |
| Version No:    | 1   | Directorate:                | Enterprise      |
| Date:          | 06.12.2021  | Section:                    | Enterprise      |

**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.

Increased income generation as a result of increases in discretionary fees & charges within the Enterprise Directorate. This will result in a budget saving of **£13,063**.

**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.

See attached Fees & Charges report.

**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<br>£'000 | Proposed Cash Pressure<br>£'000 | Proposed Cash Saving<br>£'000 | Target year      |                  |                  |                  | Total Budget Change Proposed<br>£'000 |
|--------------|-------------------------|---------------------------------|-------------------------------|------------------|------------------|------------------|------------------|---------------------------------------|
|              |                         |                                 |                               | 2022/23<br>£'000 | 2023/24<br>£'000 | 2024/25<br>£'000 | 2025/26<br>£'000 |                                       |
| Enterprise   |                         |                                 | (13)                          | (13)             |                  |                  |                  | (13)                                  |
|              |                         |                                 |                               |                  |                  |                  |                  |                                       |
|              |                         |                                 |                               |                  |                  |                  |                  |                                       |

**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) |
|--------------------|--------|--|
| N/A                |        |  |
|                    |        |  |

**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 <a href="#">Corporate Plan</a> ?    | Y   | 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?                  |     |   |

**159. 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         |                  |                                      |
|             |                  |                                      |

**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?

|     |
|-----|
| N/A |
|-----|

**161. 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   |                 |

**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) |
|-----------|-------------|--------------------------|
| N/A       |             |                          |
|           |             |                          |
|           |             |                          |
|           |             |                          |

**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 |
|-----------------|------------------------|----------------------------------|--|--------------------|
|                 |                        |                                  |  |                    |
|                 |                        |                                  |  |                    |
|                 |                        |                                  |  |                    |

**165. Assumptions**

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

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

**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 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 |
|---------------------------------------|-----------|----------------|----------------|----------------|----------------|
|                                       |           |                |                |                |                |
|                                       |           |                |                |                |                |
|                                       |           |                |                |                |                |

**167. 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 2022-2023

| The following schedule details the proposed Fees and charge levels for the Authorities chargeable discretionary services applicable to the financial year 2022/23. |  |                                    |                                 |                                    |                                  |                     |                         |   |  |
|--|--|------------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------|-------------------------|---|--|
| Service Area   | Service being charged for                          | Charging Policy                    | Charges 2021/22 £:p             | Budget 2021/22                     | Proposed Charges for 2022/23 £:p | Percentage Increase | Proposed Budget 2022/23 | Increased additional budget income identified for 2022-23 budget setting purposes | Reason why inflationary increase is not being considered |
| ENTERPRISE DIRECTORATE   |  |                                    |                                 |                                    |                                  |                     |                         |   |  |
| Traffic & Road Safety  | Road Closures                                      |                                    | £2,050.00                       | 187,178                            | £2,152.00                        | 3.10%               | 192,981                 | 5,803   |  |
|  | Access Markings & Events Signings                  |                                    | Various                         | 9,322                              | Various                          | 3.10%               | 9,611                   | 289   |  |
| Streetworks  | Scaffolding Licence                                |                                    | £82.00                          | 9,372                              | £84.54                           | 3.10%               | 9,662                   | 290   |  |
|  | Skip Licence                                       |                                    | £82.00                          | 9,567                              | £84.54                           | 3.10%               | 9,864                   | 297   |  |
|  | Section 50 Licence                                 |                                    | £769.00                         | 26,303                             | £792.84                          | 3.10%               | 27,118                  | 815   |  |
|  | FPN & RASWA Fees                                   |                                    | Various                         | 59,953                             | Various                          | 0                   | 59,953                  | 0   |  |
| Highways Development   | Street Name & Numbering                            |                                    | 51.00 - Name Change             | 36,381                             | £53.00 - Name Change             |                     | 37,509                  |   |  |
|  |  |                                    | £133 - New Address per property |                                    | £137 - New Address per property  |                     |                         | 1,128   |  |
|  |  | £Varies – Multiple Plot/Properties |                                 | £Varies – Multiple Plot/Properties | 3.10%                            |                     |                         |   |  |
|  |  | Various                            | 140,172                         | Various                            | 3.10%                            | 144,517             | 4,345                   |   |  |
|  |  | £133.00                            |                                 | £137.00                            | 3.10%                            |                     |                         |   |  |
|  |  | Con 29 Various Charges             | 3,091                           | Con 29 Various Charges             | 3.10%                            | 3,187               | 96                      |   |  |
|  | Highways Inspection Fees/278 fees/external/capital |                                    | £41.00 – Highway extents plan   |                                    | £42.00 – Highway extents plan    | 3.10%               |                         |   |  |
|  | Dropped Kerbs                                      |                                    |                                 |                                    |                                  |                     |                         |   |  |
|  | Land Search Income                                 |                                    |                                 |                                    |                                  |                     |                         |   |  |

|               |                                   |   |                 |        |                 |   |        |   |   |
|---------------|-----------------------------------|---|-----------------|--------|-----------------|---|--------|---|---|
| Floods & SUDS | Ordinary Watercourse Consent Fees |   | £50.00          | 34,507 | £50.00          | 0 | 34,507 | 0 | Fees are set by legislation so MCC have no control over increasing them. No budget increase either.                   |
|               | SABs Pre-Application Advice       |   |                 |        |                 |   |        |   |   |
|               |                                   | Level 1 - Pre-App written advice (Rate by hectare area) | £180.00-£540.00 |        | £180.00-£540.00 | 0 |        | 0 | Increasing fees could potentially price ourselves out of the market and lose market share. No budget increase either. |
|               |                                   | 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              |        | 50              | 0 |        | 0 |   |
|               |                                   | Pre-App Additional Advice (Per Hr)                      | 50              |        | 50              | 0 |        | 0 |   |

| Service Area | Service being charged for | Charging Policy                       | Charges 2021/22 £:p    | Budget 2021/22 | Proposed Charges for 2022/23 £:p   | Percentage Increase | Proposed Budget 2022/23  | Increased additional budget income identified for 2022-23 budget setting purposes | Reason why inflationary increase is not being considered  |   |
|--------------|---------------------------|---------------------------------------|------------------------|----------------|--|---------------------|--|---|---|---|
| Page 58      | SABs Application          | Set By Statute (rate by hectare area) | £420.00-£1,750.00      |                | £420.00-£1,750.00  | 0                   |  | 0   | Fees are set by legislation so MCC have no control over increasing them. No budget increase either. |   |
|              | Car Parking               | Charges                               | Pay and Display Income | 1,305,200      | £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 | 1,305,200           | £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 |

|         |   |   |         |   |   |         |   |
|---------|---|---|---------|---|---|---------|---|
| Page 59 | Contravention Fees  | £25/£50 – Low<br>Contravention Fee<br>£35/£70 - High<br>Contravention Fee | 351,600 | £25/£50 – Low<br>Contravention Fee<br>£35/£70 - High<br>Contravention Fee | 0 | 351,600 | 0 |
|         | Residential Street Permits  | £60   | 2,850   | £60   | 0 | 2,850   | 0 |
|         | Residential Off Street Permits  | £60   | 7,150   | £60   | 0 | 7,150   | 0 |
|         | Season Ticket Off Street – Car Park<br>Specific. (Drill Hall, Cinderhill, Rowing<br>Club and The Station) | £137.50   | 91,700  | £137.50   | 0 | 91,700  | 0 |
|         | Season Tickets Off Street - Long Stay   | £430 pa. £220 6 months or<br>£110 3 months                                |         | £430 pa. £220 6 months<br>or £110 3 months                                | 0 |         | 0 |
|         | Season Tickets Off Street - Short Stay  | £540 pa. £275 6 months or<br>£138 3 months                                |         | £540 pa. £275 6 months<br>or £138 3 months                                | 0 |         | 0 |
|         | Rents letting of car parks  | £1,500 per visit depending<br>on what it will be used for.                | 3,450   | £1,500 per visit<br>depending on what it<br>will be used for.             | 0 | 3,450   | 0 |
|         | Recovery Fees   | Various   | 2,050   | Various   | 0 | 2,050   | 0 |
|         | Wayleaves & Easements   | Various   | 1,050   | Various   | 0 | 1,050   | 0 |

| Service Area | Service being charged for        | Charging Policy                | Charges 2021/22 £:p | Budget 2021/22 | Proposed Charges for<br>2022/23<br>£:p | Percentage Increase | Proposed<br>Budget<br>2022/23 | Increased additional budget income<br>identified for 2022-23 budget setting<br>purposes | Reason why inflationary increase<br>is not being considered  |
|--------------|----------------------------------|--------------------------------|---------------------|----------------|--|---------------------|-------------------------------|---|--|
| Catering     | School Meals                     | Meal Price                     | £2.50               | 978,000        | £2.50                                  | 0                   | 978,000                       | 0   | No increase due to the<br>uncertainty of future<br>income levels as a result of<br>Covid pandemic impact<br>on service                     |
| Waste        | Sale of Garden Bags to residents | Garden waste bags to residents | £28 / bin           | 500,000        | £28 / bin                              |                     | 500,000                       | 0   | No increase, was agreed to<br>remain at this rate due to<br>the large increase in the<br>previous years.<br>Budget remaining<br>unchanged. |

|                              |                                     |   |  |         |  |              |         |   |   |
|------------------------------|-------------------------------------|---|--|---------|--|--------------|---------|---|---|
| Page 60                      | Sale of bags to Trade               | Green trade bags for residual waste   | £2.70  | 22,000  | £2.80  | 3.1% rounded | 22,000  | 0 | Budget will remain unchanged  |
|                              | Sale of bags to Trade               | Trade sacks Red and Purple recycling  | £17.50   | 12,000  | £18.00   | 3.1% rounded | 12,000  | 0 | Budget will remain unchanged  |
|                              | Sale of Trade Bins SCHOOLS          | Charge for collection and disposal  | £12.25, £15.40, £18.50 and £24.30 for coll and disposal  | 105,000 | £12.65, £15.90, £19.10 and £25.05 for coll and disposal  | 3.1% rounded | 105,000 | 0 | Budget will remain unchanged  |
|                              | Trade Notes                         | One off annual chg  | £31  | 12,000  | £32  | 3.1% rounded | 12,000  | 0 | Budget will remain unchanged  |
|                              | Sale of Trade Bins EXTERNAL         | Charge for collection and disposal  | £12.25, £15.40, £18.50 and £24.30 for coll and disposal  | 315,000 | £12.65, £15.90, £19.10 and £25.05 for coll and disposal  | 3.1% rounded | 315,000 | 0 | Budget will remain unchanged  |
|                              | Sale of glass boxes to Trade        | £26 per box per year to be collection per fortnight for 44L box                             | £27  | 0       | £28  | 3.1% rounded | 0       | 0 | Recycling service under review in 22/23. Budget unchanged (within the £315k budget) |
|                              | 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 £5.25 and 240L £8.50 collected fortnightly | 0       | Charge per bin for collection and disposal for 140L £5.45 and 240L £8.80 collected fortnightly | 3.1% rounded | 0       | 0 |   |
| Sale of trade cardboard tape | £7.50 per roll                      | £7.75   | 0  | £8.00   | 3.1% rounded   | 0            | 0       |   |   |
| Transport                    | Private MOTs                        | Fixed nationally  | £54.85 for a Car MOT - Price Fixed centrally. Prices increase depending on size of vehicle     | 8,000   | £54.85 for a Car MOT - Price Fixed centrally. Prices increase depending on size of vehicle     | 0            | 8,000   | 0 | Rate is fixed   |

| Service Area | Service being charged for | Charging Policy                           | Charges 2021/22 £:p  | Budget 2021/22 | Proposed Charges for 2022/23 £:p                                     | Percentage Increase | Proposed Budget 2022/23 | Increased additional budget income identified for 2022-23 budget setting purposes | Reason why inflationary increase is not being considered  |
|--------------|---------------------------|---|--|----------------|--|---------------------|-------------------------|---|---|
| Planning     | Building Control Fees     | Varies depending on type and size of work | Varies depending on type and size of work - Contact Building Control | 413,150        | Varies depending on type and size of work - Contact Building Control | 0                   | 413,150                 | 0   | Fees are already a lot higher than adjacent authorities, if we put the fees up any further we could price ourselves out of the market and lose market share. No budget increase either. |
| Planning     | Development Control       | Pre planning advice non statutory         |  | 60,500         |  | 3.10%               | 60,500                  | 0   |   |

|                      |                              |  |   |           |   |       |           |        |  |
|----------------------|------------------------------|--|---|-----------|---|-------|-----------|--------|--|
|                      |                              | FAST TRACK PLANNING APPLICATIONS R1                                    |   | 3,050     |   | 3.10% | 3,050     | 0      |  |
|                      |                              | COMPLETION/PRE-PURCHASE CERTIFICATES R1                                | Varies depending on type and size of work - Contact Planning Department | 2,050     | Varies depending on type and size of work - Contact Planning Department | 3.10% | 2,050     | 0      | Currently not achieving income target so will just increase pressure next year   |
|                      |                              | Section 106 Admin Fee  |   | 20,000    |   | 3.10% | 20,000    | 0      |  |
|                      |                              | Planning Searches  |   | 2,100     |   | 3.10% | 2,100     | 0      |  |
|                      |                              | Planning Applications - amending applications                          |   | 2,000     |   | 0     | 2,000     | 0      |  |
| Housing              | Careline Alarms non business | Weekly equipment rental  | £4.50 per week per client   | 178,500   | £4.50 per week per client   | 0     | 178,500   | 0      | Increasing the fee for this could make it unaffordable for clients, most clients who require these services are of pensionable age and not in receipt of high incomes. |
|                      |                              | Charge for equipment installation                                      | £45 per installation est. of 200  | 9,000     | £45 per installation est. of 200  | 0     | 9,000     | 0      | This income is a fixed amount per capital grant awarded, the more this increases the less money there is in the capital scheme to award as grants.                     |
|                      |                              | Charge to client for arranging and administering home adaptation work. | £950 per grant  | 84,500    | £950 per grant  | 0     | 84,500    | 0      |  |
|                      |                              | Disabled Facility Grant Admin Fee                                      |   |           |   |       |           |        |  |
| Sub-Total ENTERPRISE |                              |  |   | 5,007,746 |   |       | 5,020,809 | 13,063 |  |
| CHIEF EXECUTIVES     |                              |  |   |           |   |       |           |        |  |
| Community Education  |                              |  | Various   | 89,500    | Various   | 0     | 89,500    | 0      | Price adjustment included s part of income mandate.  |

| Service Area | Service being charged for | Charging Policy | Charges 2021/22 £:p | Budget 2021/22 | Proposed Charges for 2022/23 £:p | Percentage Increase | Proposed Budget 2022/23 | Increased additional budget income identified for 2022-23 budget setting purposes | Reason why inflationary increase is not being considered |
|--------------|---------------------------|-----------------|---------------------|----------------|----------------------------------|---------------------|-------------------------|---|--|
|--------------|---------------------------|-----------------|---------------------|----------------|----------------------------------|---------------------|-------------------------|---|--|

|                     |  |  |   |        |   |         |        |   |   |
|---------------------|--|--|---|--------|---|---------|--------|---|---|
| Libraries           | Talking Books                          |  |   | 3,766  |   | 0       | 3,766  | 0 | Prices are at a maximum, any more increases will impact on library usage. |
|                     | Video/DVDS                             |  |   | 7,550  |   | 0       | 7,550  | 0 |   |
|                     | Sales Commission                       |  |   | 17,600 |   | 0       | 17,600 | 0 |   |
|                     | Discards                               |  |   | 910    |   | 0       | 910    | 0 |   |
|                     | Overdue Charges                        |  | 22p per day, max charge £15.00                          | 10,500 | 22p per day, max charge £15.00                          | 0       | 10,500 | 0 |   |
|                     |  |  | For concessionary groups, 12p per day, max charge £7.50 |        | For concessionary groups, 12p per day, max charge £7.50 | 0       |        | 0 |   |
|                     | Internet Usage                         |  | £1.04 per half hour for non members                     | 12,900 | £1.04 per half hour for non members                     | 0       | 12,900 | 0 |   |
|                     | Photocopying                           |  | From 21p to 36p per sheet                               | 3,170  | From 21p to 36p per sheet                               | 0       | 3,170  | 0 |   |
|                     | Reservation Fees (Inter Library Loans) |  | £4.30 per reservation                                   | 570    | £4.30 per reservation                                   | 0       | 570    | 0 |   |
|                     | Promotional Sales Commission           |  |   | 3,646  |   | 0       | 3,646  | 0 |   |
| Hire of Facilities  |  |  | 2,000   |        | 0   | 2,000   | 0      |   |   |
| Sub-Total CEO       |  |  | 152,112   |        |   | 152,112 | 0      |   |   |
| RESOURCES DIRECTORA | E                                      |  |   |        |   |         |        |   |   |

|         |  |                             |        |         |        |    |         |   |  |
|---------|--|-----------------------------|--------|---------|--------|----|---------|---|--|
| Markets | Markets-Caldicot                               | Per stall                   |        |         |        |    |         | 0 | No increase due to the uncertainty the markets have faced due to Covid pandemic, also the disruption from building works at Abergavenny. |
|         | Markets - Monmouth                             | Per stall                   |        |         |        |    |         | 0 |  |
|         | Markets-Abergavenny                            | Per stall or Sq ft of space |        |         |        |    |         | 0 |  |
|         | 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 | 327,505 | £10.51 | 0% | 327,505 | 0 |  |
|         |  |                             |        |         |        |    |         |   |  |

| Service Area | Service being charged for  | Charging Policy | Charges 2021/22 £:p  | Budget 2021/22 | Proposed Charges for 2022/23 £:p | Percentage Increase | Proposed Budget 2022/23 | Increased additional budget income identified for 2022-23 budget setting purposes | Reason why inflationary increase is not being considered   |
|--------------|--|-----------------|----------------------|----------------|----------------------------------|---------------------|-------------------------|---|--|
| Page 63      | 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        |                                  |                     | 197,482                 | 0   | No increase in budget as target not being achieved and even with price increases target not due to be achieved |
|              | INTERMENT IN EARTHEN GRAVE:<br>PERSONS 17 YEARS OF AGE OR UNDER: |                 |                      |                |                                  |                     |                         |   |  |
|              | Stillborn and non viable foetuses (New ERB)                      |                 | No Charge /No Charge |                | No Charge /No Charge             |                     |                         | 0   |  |
|              | New single depth grave in children's section (New ERB)           |                 | No Charge /No Charge |                | No Charge /No Charge             |                     |                         | 0   |  |
|              | New Single Depth (New ERB)                                       |                 | 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)                       | 1667/3333            | 1719/3438            | Increase by 3.1% | 0 |
| New Double Depth (New ERB)                       | 1953/3907            | 2014/4028            | Increase by 3.1% | 0 |
| New Treble Depth (New ERB)                       | 3175/6352            | 3273/6546            | Increase by 3.1% | 0 |
| Re-opened grave to single depth - (New ERB)      | 1141/1808            | 1176/1864            | Increase by 3.1% | 0 |
| Re-opened grave to single depth (Transfer ERB)   | 1057/1057            | 1090/1090            | Increase by 3.1% | 0 |
| Re-opened grave to double depth - (New ERB)      | 1486/2152            | 1532/2220            | Increase by 3.1% | 0 |
| Re-opened grave to double depth - (Transfer ERB) | 1332/1332            | 1373/1373            | Increase by 3.1% | 0 |
| Cremated remains in Garden of Remembrance        | 722/1444             | 744/1488             | Increase by 3.1% | 0 |
| Re-opened cremated remains - (New ERB)           | 722/1178             | 744/1213             | Increase by 3.1% | 0 |
| Re-opened cremated remains (Transfer ERB)        | 667/667              | 687/687              | Increase by 3.1% | 0 |
| Cremated Remains in new full grave               | 1217/2433            | 1255/2510            | Increase by 3.1% | 0 |
| BRICKED GRAVE:                                   |                      |                      |                  | 0 |
| Single Depth                                     | 2091/4180            | 2156/4312            | Increase by 3.1% | 0 |
| Double Depth                                     | 2848/5696            | 2936/5873            | Increase by 3.1% | 0 |

| Service Area | Service being charged for | Charging Policy | Charges 2021/22 £:p | Budget 2021/22 | Proposed Charges for 2022/23 £:p | Percentage Increase | Proposed Budget 2022/23 | Increased additional budget income identified for 2022-23 budget setting purposes | Reason why inflationary increase is not being considered |
|--------------|---------------------------|-----------------|---------------------|----------------|----------------------------------|---------------------|-------------------------|---|--|
|              | Treble Depth              |                 | 3600/7199           |                | 3712/7423                        | Increase by 3.1%    |                         | 0   |  |

|                 |  |                     |                 |        |                 |                  |        |   |  |
|-----------------|--|---------------------|-----------------|--------|-----------------|------------------|--------|---|--|
|                 | RESERVATION OF GRAVE SPACE                               |                     |                 |        |                 |                  |        | 0 |  |
|                 | Normal   |                     | 300/748         |        | 309/771         | Increase by 3.1% |        | 0 |  |
|                 | Cremated Remains   |                     | 190/475         |        | 196/490         | Increase by 3.1% |        | 0 |  |
|                 | RIGHT TO ERECT MEMORIALS                                 |                     |                 |        |                 |                  |        | 0 |  |
|                 | Normal Grave Space                                       |                     |                 |        |                 |                  |        | 0 |  |
|                 | All memorials for Children's Interments                  |                     | No Charge       |        |                 |                  |        | 0 |  |
|                 | Headstones   |                     | 242/484         |        | 250/500         | Increase by 3.1% |        | 0 |  |
|                 | Memorial Vases or Tablets                                |                     | 152/303         |        | 157/314         | Increase by 3.1% |        | 0 |  |
|                 | Re-Erection of Memorial following safety testing failure |                     | No Charge       |        | No Charge       |                  |        | 0 |  |
|                 | Replacement of existing memorial                         |                     | 97/194          |        | 100/200         | Increase by 3.1% |        | 0 |  |
|                 | Cremation Plots  |                     |                 |        |                 |                  |        | 0 |  |
|                 | Memorial Vases or Tablets                                |                     | 152/303         |        | 157/314         | Increase by 3.1% |        | 0 |  |
|                 | ADDITIONAL INSCRIPTIONS ON MEMORIALS                     |                     |                 |        |                 |                  |        | 0 |  |
|                 | Re- gilding of existing Inscriptions on all memorials    |                     | 97/97           |        | 100/100         | Increase by 3.1% |        | 0 |  |
|                 |  |                     | 97/97           |        | 100/100         | Increase by 3.1% |        | 0 |  |
|                 | EXCLUSIVE RIGHT OF BURIAL FOR FULL GRAVE PLOT            |                     |                 |        |                 |                  |        | 0 |  |
|                 | Initial Issue  |                     | 667/1333        |        | 688/1376        | Increase by 3.1% |        | 0 |  |
|                 | Each subsequent transfer                                 |                     | 584/584         |        | 602/602         | Increase by 3.1% |        | 0 |  |
|                 | EXCLUSIVE RIGHT OF BURIAL FOR CR PLOT                    |                     |                 |        |                 |                  |        | 0 |  |
|                 | Initial Issue  |                     | 455/911         |        | 469/938         | Increase by 3.1% |        | 0 |  |
|                 | Each subsequent transfer                                 |                     | 400/400         |        | 412/412         | Increase by 3.1% |        | 0 |  |
|                 | Form of Assignment                                       |                     | 40/40           |        | 41/41           | Increase by 3.1% |        | 0 |  |
| Allotments      | Allotment plots  | Annual Increase     | £28.30 Per Plot | 2,419  | £29.18 Per Plot | 3.10%            | 2,419  | 0 | Budget not increased as actuals are not reaching current budget targets. |
| Central Finance | External Fees  | Staff Time Recovery | Various         | 19,500 | Various         | 3.10%            | 19,500 | 0 | No budget increase as actual charges below budget                        |
| Audit           | External Fees  | Staff Time Recovery | Various         | 2,250  | Various         | 3.10%            | 2,250  | 0 | No budget increase as actual charges below budget                        |

|                     |  |  |  |         |  |  |         |   |  |
|---------------------|--|--|--|---------|--|--|---------|---|--|
| Sub-Total Resources |  |  |  | 549,156 |  |  | 549,156 | 0 |  |
|---------------------|--|--|--|---------|--|--|---------|---|--|

| Service Area  | Service being charged for                 | Charging Policy | Charges 2021/22 £:p                | Budget 2021/22 | Proposed Charges for 2022/23 £:p   | Percentage Increase | Proposed Budget 2022/23 | Increased additional budget income identified for 2022-23 budget setting purposes | Reason why inflationary increase is not being considered |
|---------------|---|-----------------|------------------------------------|----------------|------------------------------------|---------------------|-------------------------|---|--|
| MONLIFE       |   |                 |                                    |                |                                    |                     |                         |   |  |
| Leisure Sites | Sporting Equipment                        |                 | £1.60-£24.30                       | 21,850         | £1.60-£24.30                       | 0                   | 21,850                  | 0   |  |
|               | Swimming Badges                           |                 | £2.95-£3.80                        | 7,700          | £2.95-£3.80                        | 0                   | 7,700                   | 0   |  |
|               | Children's Clothing Resale                |                 | £10.50-£11.60                      | 2,200          | £10.50-£11.60                      | 0                   | 2,200                   | 0   |  |
|               | Cafeteria                                 |                 | £0.65 - £10.70                     | 263,050        | £0.65 - £10.70                     | 0                   | 263,050                 | 0   |  |
|               | Vending                                   |                 | £0.30-£1.40                        | 27,300         | £0.30-£1.40                        | 0                   | 27,300                  | 0   |  |
|               | Swimming Lessons                          |                 | £5.35 per session                  | 535,000        | £5.35 per session                  | 0                   | 535,000                 | 0   |  |
|               | Swimming Lesson 1-2-1                     |                 | £17.75-22.20 per session           | 14,500         | £17.75-22.20 per session           | 0                   | 14,500                  | 0   |  |
|               | Sport classes with Instruction            |                 | £3.90 per session£153.75 per block | 156,400        | £3.90 per session£153.75 per block | 0                   | 156,400                 | 0   |  |
|               | Swimming Pool Usage - No Instruction      |                 | £0-£85.95                          | 281,800        | £0-£85.95                          | 0                   | 281,800                 | 0   |  |
|               | Casual Bookings                           |                 | £6.25-£54.95                       | 35,100         | £6.25-£54.95                       | 0                   | 35,100                  | 0   |  |
|               | Play Centre Admissions                    |                 | £0-£4.55                           | 52,600         | £0-£4.55                           | 0                   | 52,600                  | 0   |  |
|               | Block Bookings Non Sports Hall            |                 | £4.90-£54.95                       | 102,500        | £4.90-£54.95                       | 0                   | 102,500                 | 0   |  |
|               | Outside Facility Hire (no block bookings) |                 | £4.90-£60.85                       | 72,900         | £4.90-£60.85                       | 0                   | 72,900                  | 0   |  |
|               | Sports Hall Hire (no block bookings)      |                 | £6.70-£54.95                       | 129,900        | £6.70-£54.95                       | 0                   | 129,900                 | 0   |  |
|               | Hire of Sporting Facilities               |                 | £4.90-£60.85                       | 17,700         | £4.90-£60.85                       | 0                   | 17,700                  | 0   |  |

|                 |                             |  |               |           |               |   |           |   |
|-----------------|-----------------------------|--|---------------|-----------|---------------|---|-----------|---|
|                 | Hire of Swimming Pool       |  | £4.05-£85.95  | 21,200    | £4.05-£85.95  | 0 | 21,200    | 0 |
|                 | Lettings (Room Only)        |  | £18.95-£32.50 | 69,450    | £18.95-£32.50 | 0 | 69,450    | 0 |
|                 | Advertising                 |  | £5.95-£339.20 | 1,300     | £5.95-£339.20 | 0 | 1,300     | 0 |
|                 | Beauty Treatments           |  | £3.20-£47.30  | 52,500    | £3.20-£47.30  | 0 | 52,500    | 0 |
|                 | Personal Instruction        |  | £0-£210.15    | 200       | £0-£210.15    | 0 | 200       | 0 |
|                 | Sauna                       |  | £2.55-£20.40  | 16,700    | £2.55-£20.40  | 0 | 16,700    | 0 |
| Leisure Fitness | Advance (Sale of Equipment) |  | £2.30-£8.20   | 14,000    | £2.30-£8.20   | 0 | 14,000    | 0 |
|                 | Personal Instruction        |  | £0-£210.15    | 8,950     | £0-£210.15    | 0 | 8,950     | 0 |
|                 | Fitness Suite membership    |  | £0-£335.00    | 1,244,840 | £0-£335.00    | 0 | 1,244,840 | 0 |
|                 | Exercise Classes            |  | £0-£4.80      | 101,600   | £0-£4.80      | 0 | 101,600   | 0 |
|                 | Casual Bookings             |  | £6.25-£54.95  | 24,300    | £6.25-£54.95  | 0 | 24,300    | 0 |

| Service Area    | Service being charged for       | Charging Policy | Charges 2021/22 £:p                                 | Budget 2021/22 | Proposed Charges for 2022/23 £:p                    | Percentage Increase | Proposed Budget 2022/23 | Increased additional budget income identified for 2022-23 budget setting purposes | Reason why inflationary increase is not being considered   |
|-----------------|---------------------------------|-----------------|---|----------------|---|---------------------|-------------------------|---|--|
|                 | Advertising                     |                 | £5.95-£339.20                                       | 250            | £5.95-£339.20                                       | 0                   | 250                     | 0   | No increase due to the uncertainty of future income levels as a result of Covid pandemic impact on service |
|                 | Fit4Life                        |                 | £0-£16.40/month                                     | 183,100        | £0-£16.40/month                                     | 0                   | 183,100                 | 0   |  |
|                 | Toning Membership               |                 | £8.95-26.25   | 73,100         | £8.95-26.25   | 0                   | 73,100                  | 0   |  |
| Leisure General | Sports Classes with Instruction |                 | Range from 0p - £107.72                             | 15,200         | Range from 0p - £107.72                             |                     | 15,200                  |   |  |
|                 | Raglan CRC Lettings             |                 | Range from £14.50 - £26                             | 3,500          | Range from £14.50 - £26                             | 0                   | 3,500                   | 0   |  |
| Shirehall       | Hire of Facilities              |                 | Range from £73.54-£4203                             | 8,000          | Range from £73.54-£4203                             |                     | 8,000                   |   |  |
|                 | Lettings (Room Only)            |                 | Range from £73.54-£4203 x2.5% for every good resold | 10,000         | Range from £73.54-£4203 x2.5% for every good resold | 0                   | 10,000                  | 0   |  |
|                 | Sale of goods & equipment       |                 | SLA with Monmouth TC                                | 6,600          | SLA with Monmouth TC                                |                     | 6,600                   |   |  |
|                 | Market Rents                    |                 |   | 4,000          |   |                     | 4,000                   |   |  |

|                   |                                 |                                      |   |         |   |   |         |   |
|-------------------|---------------------------------|--------------------------------------|---|---------|---|---|---------|---|
| Countryside       | Rights of Way Orders            |                                      | Recovery of Actual Costs                      | 13,100  | Recovery of Actual Costs                      | 0 | 13,100  | 0 |
|                   | Recharges External Bodies       |                                      | Recovery of Actual Costs                      | 102,500 | Recovery of Actual Costs                      | 0 | 102,500 | 0 |
| Old Station       | Old station Tintern Car Parking |                                      | £2.00; £17.40 (season).                       | 25,300  | £2.00; £17.40 (season).                       | 0 | 25,300  | 0 |
|                   | Old station Tintern Sales       |                                      | Variable event charges and shop sales         | 22,600  | Variable event charges and shop sales         | 0 | 22,600  | 0 |
|                   | Old station Tintern Catering    |                                      | Range from 52p - £57                          | 110,300 | Range from 52p - £57                          | 0 | 110,300 | 0 |
| Caldicot Castle   | Cafeteria                       |                                      | Range from 52p - £57                          | 1,500   | Range from 52p - £57                          |   | 1,500   |   |
|                   | Pay & Display Income            |                                      | £2.00;£17.40 (season)                         | 30,000  | £2.00;£17.40 (season)                         | 0 | 30,000  | 0 |
|                   | General Events                  |                                      | Range from £7.90-£1,579                       | 90,000  | Range from £7.90£1,579                        |   | 90,000  |   |
| Chepstow TIC      | Sale of goods & equipment       |                                      | Range from 10p-£208                           | 31,400  | Range from 10p-£208                           | 0 | 31,400  | 0 |
|                   | Cafeteria                       |                                      | Range from 52p - £57                          | 25,300  | Range from 52p - £57                          | 0 | 25,300  | 0 |
| Museums           | Sales VAT                       |                                      | Range from 10p-£208                           | 14,000  | Range from 10p-£208                           | 0 | 14,000  | 0 |
|                   | Sales Non Vat                   |                                      | Range from 10p-£208                           | 6,000   | Range from 10p-£208                           | 0 | 6,000   | 0 |
|                   | Refreshments                    |                                      | Range from £1-£1.57                           | 1,500   | Range from £1-£1.57                           | 0 | 1,500   | 0 |
|                   | Hire of Facilities              |                                      | Range from £0-£1312                           | 1,000   | Range from £0-£1312                           | 0 | 1,000   | 0 |
|                   | Educational Events              |                                      | Range from £105-£210 per school               | 20,000  | Range from £105-£210 per school               | 0 | 20,000  | 0 |
| Learning          | Educational Events              |                                      | Various                                       | 26,600  | Various                                       | 0 | 26,600  | 0 |
| Outdoor Education | Lettings                        | Residential outdoor education visits | Avg Per pupil: Primary £236<br>Secondary £248 | 579,800 | Avg Per pupil: Primary £236<br>Secondary £248 | 0 | 579,800 | 0 |

| Service Area      | Service being charged for | Charging Policy | Charges 2021/22 £:p | Budget 2021/22 | Proposed Charges for 2022/23 £:p | Percentage Increase | Proposed Budget 2022/23 | Increased additional budget income identified for 2022-23 budget setting purposes | Reason why inflationary increase is not being considered |
|-------------------|---------------------------|-----------------|---------------------|----------------|----------------------------------|---------------------|-------------------------|---|--|
|                   | Souvenirs                 |                 | Various             | 2,000          | Various                          | 0                   | 2,000                   | 0   |  |
| Sub-Total MonLife |                           |                 |                     | 4,682,190      |                                  |                     | 4,682,190               | 0.00  |  |

| POLICY & GOVERNANCE  |   |  |  |           |   |      |           |        |  |
|--|---|--|--|-----------|---|------|-----------|--------|--|
| People & HR  | Training  | External Training (Raglan Training Centre)   | Various  | 50,000    | Various   | 3.1% | 50,000    | 0      | Budget not increased as actuals are not reaching current budget targets. |
| Sub-Total PG   |   |  |  | 50,000    |   |      | 50,000    | 0      |  |
| 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 | £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.   | 447,811   | £15.10 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.  | 3.1  | 461,693   | 13,882 |  |
| 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 (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) | 2,780,187 | Based on individual ability to pay as means tested, but increase budget in line with Government announced rise in benefits and state pension for 2021 of 3.1% (for residents in our own care setting fees that can pay the full charge this will increase in line equivalent to our fair fee level) | 3.1  | 2,866,373 | 86,186 |  |
| Public Health  | Fee Income  | As below   | No change from 2020/21   | 16,243    |   | 0    | 16,243    | 0      |  |
|  | Commercial licences   | As below   |  | 1,967     |   | 0    | 1,967     | 0      |  |

|                               |  |        |   |        |     |
|-------------------------------|--|--------|---|--------|-----|
| Commercial Fee Income         | As below                               | 25,465 | 2 | 25,974 | 509 |
| Food Safety training          | Set internally based upon market rates |        |   |        |     |
| Discretionary Advisory Visits |  |        |   |        |     |

| Service Area | Service being charged for                                | Charging Policy                         | Charges 2021/22 £:p  | Budget 2021/22 | Proposed Charges for 2022/23 £:p  | Percentage Increase   | Proposed Budget 2022/23 | Increased additional budget income identified for 2022-23 budget setting purposes | Reason why inflationary increase is not being considered |
|--------------|--|---|--|----------------|---|---|-------------------------|---|--|
| Page 70      | Veterinary Inspection Recharge                           | Riding Establishments Act 1970          |  |                |   |   |                         |   |  |
|              | Riding Establishments                                    | Law requires no more than cost recovery |  |                |   |   |                         |   |  |
|              | Petrol Station Permits/Licenses                          | Fixed by Government                     | <2500 litres £44 in 21/22;<br>2500 - 50000 litres £60;<br>>50000 litres £125 |                | Petrol Station Permits/Licenses As of April 2021 The Health and Safety and Nuclear (Fees) Regulations 2021 came into force. The previous regulations were in force for five years and operators can pay between 1-10 years in advance | <2500 litres £45 (2.3% inc); 2500 - 50000 litres £61 (1.7% inc); >50000 litres £128 (2.4% inc). |                         |   |  |
|              | Registration for acupuncture, tattooing and ear piercing | Local Govt (misc Provisions) Act 1982   |  |                |   |   |                         |   |  |

|  |   |  |                        |  |   |   |  |  |  |
|--|---|--|------------------------|--|---|---|--|--|--|
|  | Local Authority Pollution, Prevention and Control |  | No change from 2020/21 |  | As for 21/22. The fees and charges relating to LAPPC have not been updated since 2016 as such the Local Authority Permits for Part B Installations and Mobile Plant and Solvent Emission Activities (Fees and Charges) (Wales) Scheme 2016 remained in effect for 21/22.<br>We have not been informed of a revision for April 2022, as such plan these remaining in force for 2022/23 | 0 |  |  |  |
|  | Application fee                                   | Mobile plant 1st and 2nd application<br>3rd to 7th application<br>8th and subsequent application<br><br>Reducing fee activities dry cleaning or standalone PVR1 or PVRII<br><br>PVR 1 and 2 activities carried on at same service station<br><br>Any other reduced fee activity any reduced fee activity |                        |  |   |   |  |  |  |

| Service Area | Service being charged for   | Charging Policy   | Charges 2021/22 £:p | Budget 2021/22 | Proposed Charges for 2022/23 £:p  | Percentage Increase             | Proposed Budget 2022/23 | Increased additional budget income identified for 2022-23 budget setting purposes | Reason why inflationary increase is not being considered |
|--------------|---|---|---------------------|----------------|---|---------------------------------|-------------------------|---|--|
|              | 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) |                     |                | 22/23 - £230 1st risk assessment, repeat assessment £155 if on site visit required. | £230 (2.5% inc); 155 (3.4% inc) |                         |   |  |

|                     |                    |                             |      |       |  |  |       |                         |                         |
|---------------------|--------------------|-----------------------------|------|-------|--|--|-------|-------------------------|-------------------------|
|                     |                    | Sampling (each visit)       |      |       | As per 21/22 - £100 per visit inclusive of invoice plus:<br>Analysis of sample on a direct recharge basis up to a maximum of £25 if taken under regulation 10 or 11.<br>Analysis of sample on a direct recharge basis up to a maximum of £110 if taken during monitoring for Group A parameters.<br>Analysis of sample on a direct recharge basis up to a maximum of £600 if taken during monitoring for Group B parameters. | The £100 per visit for sampling is the max permitted by the Private Water Supplies (Wales) Regs 2017. The cost of analysis sample on direct recharge has increased substantially in last year in line with the laboratory charges. |       |                         |                         |
|                     |                    | Investigation (each supply) |      |       | 22/23 - £155.  | 3.4% inc   |       |                         |                         |
| Training Standards. | Licences           | As below                    |      | 4,205 |  |  | 4,205 | 0                       |                         |
|                     | Fee Income         |                             |      | 9,819 |  |  | 9,819 | 0                       |                         |
|                     | Explosive Licences |                             |      |       |  |  |       |                         |                         |
|                     | New 1 Year         | Set by HSE                  | £111 |       | £111   | 0  |       |                         | fees set by legislation |
|                     | Renewal 1 Year     |                             | £55  |       | £55  | 0  |       |                         | fees set by legislation |
|                     | New 2 Year         |                             | £143 |       | £143   | 0  |       |                         | fees set by legislation |
|                     | Renewal 2 Year     |                             | £87  |       | £87  | 0  |       |                         | fees set by legislation |
|                     | New 3 Year         |                             | £176 |       | £176   | 0  |       |                         | fees set by legislation |
|                     | Renewal 3 Year     |                             | £122 |       | £122   | 0  |       |                         | fees set by legislation |
|                     | New 4 Year         |                             | £210 |       | £210   | 0  |       |                         | fees set by legislation |
| Renewal 4 Year      |                    | £155                        |      | £155  | 0  |  |       | fees set by legislation |                         |

|  |                    |                             |      |  |      |   |                         |  |  |
|--|--------------------|-----------------------------|------|--|------|---|-------------------------|--|--|
|  | New 5 Year         |                             | £242 |  | £242 | 0 | fees set by legislation |  |  |
|  | Renewal 5 Year     |                             | £188 |  | £188 | 0 | fees set by legislation |  |  |
|  | Weights & Measures | Weights & Measures Act 1963 |      |  |      |   |                         |  |  |

| Service Area | Service being charged for                     | Charging Policy   | Charges 2021/22 £:p  | Budget 2021/22 | Proposed Charges for 2022/23 £:p  | Percentage Increase                        | Proposed Budget 2022/23 | Increased additional budget income identified for 2022-23 budget setting purposes | Reason why inflationary increase is not being considered |
|--------------|---|---|--|----------------|---|--|-------------------------|---|--|
|              | Fee per TSO                                   |   | £90.34   |                | £93.86  | 3.9  | fees set by legislation |   |  |
|              | Fee per TO                                    |   | £38.00   |                | £38.00  | 0  | fees set by legislation |   |  |
| Licensing    | Licenses                                      | As below  |  | 216,942        |   | 0  | 216,942                 | 0   |  |
|              | 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 2022/23 licensing fees will be set by the Licensing and Regulatory Committee on 18th January 2022 |  |                         |   |  |
|              | Lottery and Gambling                          | Fixed by Govt   |  |                |   |  |                         |   |  |
|              | Licensing                                     | Fixed by Govt   |  |                |   |  |                         |   |  |
|              | Other Licenses                                | Fees set by Licensing Committee but must operate within laid down EC directive limits |  |                |   |  |                         |   |  |
| Registrars   | Approved Venue - Marriage & Civil Partnership |   | Mon to Friday £409, Sat £449, Sun and B/Hol £509   | 275,694        | mon-fri:424, sat:464, sun & B/Hol: 524  | mon-fri:3.6%, sat:3.4%, sun & b/hol: 2.94% | 284,241                 | 8,547   |  |
|              | Old Parlour                                   |   | Mon to Friday £219, Sat £269, Sun and B/Hol £509   |                | mon-fri:229, sat: 279, sun & B'Hol: 524   | mon-fri:4.5%, sat:3.7%, sun & b/hol: 5.4%  |                         |   |  |
|              | License for approved venues - New             |   | 1,500  |                | 1,550   | all 3:3%                                   |                         |   |  |

|                 |  |                                |   |         |  |          |         |       |
|-----------------|--|--------------------------------|---|---------|--|----------|---------|-------|
|                 | License for approved venues - Renewal                        |                                | 1,200                                   |         | 1,250  | all 4.1% |         |       |
|                 | Registrars attendance @ service (Registrar - Superintendent) | Set by General Register Office | 35                                      |         | 35   |          |         |       |
| Registrars      | Service Charge   |                                |   |         |  |          |         |       |
|                 | Approved Venue - Marriage & Civil Partnership                |                                | £380 - £490                             |         | £380 - £490  |          |         |       |
|                 | Old Parlour  |                                | 196                                     |         | 196  |          |         |       |
|                 | Celebratory Services at approved or other venues             |                                | £380 - £490                             |         | £380 - £490  |          |         |       |
|                 | Commemorative certificates & wallcharts                      |                                | 5                                       |         | 5  |          |         |       |
| ADULT SERVICES  |  |                                |   |         |  |          |         |       |
| Community Meals | Community Meals & Day centre meals                           |                                | £4.50 per meal                          | 317,224 | £4.64 per meal<br>increasing in line with CPI of 3.1% as at as at September 2021 | 3.1      | 327,058 | 9,834 |
|                 | Flat 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                     |                                |   |         |  |          |         |       |
| Mardy Park      | Catering   |                                | Pricing follows that of Community meals | 19,500  | Pricing follows that of Community meals  | 3.1      | 20,105  | 605   |

| Service Area                               | Service being charged for | Charging Policy                         | Charges 2021/22 £:p                               | Budget 2021/22 | Proposed Charges for 2022/23 £:p                          | Percentage Increase | Proposed Budget 2022/23 | Increased additional budget income identified for 2022-23 budget setting purposes | Reason why inflationary increase is not being considered |
|--|---------------------------|---|---|----------------|---|---------------------|-------------------------|---|--|
| Severn View                                | Mardy Park room hire      |   | To increase in line with CPI as at September 2020 | 1,030          | To increase in line with CPI as at September 2021 of 3.1% | 3.1                 | 1,062                   | 32  |  |
|  | Catering                  |   | Pricing follows that of Community meals           | 8,175          | Pricing follows that of Community meals                   | 3.1                 | 8,428                   | 253   |  |
| Trading Standards.                         | Licences                  |   |   | 953            |   | 3.1                 | 983                     | 30  |  |
|  | Fee Income                |   |   |                |   |                     |                         |   |  |
|  | Animal Licences           |   |   |                |   |                     |                         |   |  |
|  | Boarding Establishment    | Animal Boarding Establishments Act 1963 | 132   |                | 136   |                     |                         |   |  |
|  | Dog Breeding              | Dog Breeding (Wales) Regulations 2014   | 132   |                | 136   |                     |                         |   |  |
|  | Home Boarding             |   | 63  |                | 65  |                     |                         |   |  |
|  | Dangerous Wild Animals    | Dangerous Wild Animals Act 1976         | 168   |                | 173   |                     |                         |   |  |
| Pet Shop                                   | Pet Animals Act 1951      | 92                                      |   | 95             |   |                     |                         |   |  |
| Sub Total SOCIAL CARE & HEALTH DIRECTORATE |                           |   |   | 4,125,215      |   |                     | 4,245,093               | 119,877   |  |
| TOTAL                                      |                           |   |   | 14,566,420     |   |                     | 14,699,360              | 132,940   |  |

This page is intentionally left blank

| <b>Reference</b>      |  |
|-----------------------|--|
| <a href="#">ENT3</a>  | Fleet maintenance  |
| <a href="#">ENT4</a>  | Grounds Maintenance - Increases in service demand        |
| <a href="#">ENT5</a>  | Placemaking, Regeneration, Highways & Flooding pressures |
| <a href="#">ENT8</a>  | Strategic Operations Team                                |
| <a href="#">ENT9</a>  | Building Cleaning  |
| <a href="#">ENT10</a> | Fees & Charges - Enterprise                              |
| <a href="#">CEO1</a>  | Community hubs staffing                                  |
| <a href="#">RES2</a>  | Rental income  |
| <a href="#">RES6</a>  | Property services fee income                             |



# Integrated Impact Assessment document

(incorporating Equalities, Future Generations, Welsh Language and Socio Economic Duty)

|   |  |
|---|--|
| <p><b>Name of the Officer</b> completing the evaluation</p> <p>Debra Hill-Howells<br/> <b>Phone no:</b> 01633 644281<br/> <b>E-mail:</b> debrahill-howells@monmouthshire.gov.uk</p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <p><b>ENT3</b> - Seek additional funding to offset revenue pressure within the Fleet service. The pressure has arisen as a result of an increasing fleet which has resulted in additional maintenance costs and the need to increase the team responsible for the management, monitoring and compliance of the Council's fleet</p> |
| <p><b>Name of Service area</b></p> <p>Fleet &amp; Facilities</p>  | <p><b>Date</b></p> <p>11<sup>th</sup> January 2022</p>   |

Page 78

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

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|-------------------------------|---|---|---|
| Age                           | None  | None  |   |
| Disability                    | None  | None  |   |
| Gender reassignment           | None  | None  |   |
| Marriage or civil partnership | None  | None  |   |

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|---|---|---|
| Pregnancy or maternity    | None  | None  |   |
| Race                      | .None   | None  |   |
| Religion or Belief        | <i>None</i>   | None  |   |
| Sex                       | None  | None  |   |
| Sexual Orientation        | <i>None</i>   | None  |   |

## 2. The Socio-economic Duty and Social Justice

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

Page 79

|   | Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage | Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage. | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|---|
| <b>Socio-economic Duty and Social Justice</b> | <i>None – the service is internal facing.</i>  | None  | <i>None</i>   |



### 3. Policy making and the Welsh language.

| How does your proposal impact on the following aspects of the Council's Welsh Language Standards:  | Describe the positive impacts of this proposal   | Describe the negative impacts of this proposal | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts   |
|--|--|--|--|
| <p><b>Policy Making</b></p> <p>Effects on the use of the Welsh language,</p> <p>Promoting Welsh language</p> <p>Treating the Welsh language no less favourably</p> | <p><i>Neutral</i></p>  | <p>Neutral</p>                                 |  |
| <p><b>Operational</b></p> <p>Recruitment &amp; Training of workforce</p>   | <p>When recruiting staff we will advise that welsh language skills are desirable.</p>                                    |  | <p>We will work with colleagues to identify opportunities for welsh language courses for those that wish to develop their welsh language skills.</p> |
| <p><b>Service delivery</b></p> <p>Use of Welsh language in service delivery</p> <p>Promoting use of the language</p>   | <p>The service can be accessed through the medium of welsh in accordance with Council and Welsh Language guidelines.</p> |  |  |

**4. Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

| Well Being Goal   | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
| <p><b>A prosperous Wales</b><br/>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>  | <p>The additional staff will providing training for colleagues as well as ensure that effective monitoring is undertaken and that vehicles are operated in a safe and compliant manner. They will also review usage data to identify opportunities to reduce the fleet enduring higher utilization rates.</p> |   |
| <p><b>A resilient Wales</b><br/>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>                                      | <p>Work has commenced to facilitate fleet transition to ULEV. The service is actively engaged in two CCR challenges that relate to fleet transition and the more effective management of energy resources.</p>  |   |
| <p><b>A healthier Wales</b><br/>People's physical and mental wellbeing is maximized and health impacts are understood</p>   | <p>Neutral</p>  |   |
| <p><b>A Wales of cohesive communities</b><br/>Communities are attractive, viable, safe and well connected</p>   | <p>The fleet service undertakes maintenance of service vehicles ensuring that front line services are maintained.</p>   |   |
| <p><b>A globally responsible Wales</b><br/>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>                                | <p>Vehicles are well maintained to ensure their longevity and reduce their environmental impact. Fleet utilization reviews will be undertaken by the service to identify opportunities to reduce vehicle numbers.</p>   |   |
| <p><b>A Wales of vibrant culture and thriving Welsh language</b><br/>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p> | <p>Neutral</p>  |   |

| Well Being Goal   | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts.                               | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances | Colleagues will be given access to training to meet professional competencies requirements and to improve their skills. |   |

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

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | <p>Long term planning is factored into fleet replacement and maintenance decisions. Replacement vehicles where financially viable will be ULEV and utilization reviews will seek to reduce fleet numbers.</p> |   |
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>      | <p>The fleet service works in collaboration with service areas, suppliers, WLGA, CCR and Welsh Energy Service</p>   |   |
|  <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>         | <p>The fleet service works in collaboration with service areas, suppliers, WLGA, CCR and Welsh Energy Service</p>   |   |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>   | <p>The proposal seeks additional revenue to manage increasing operating costs due to an increase in fleet numbers and their associated maintenance costs. The proposed new staff will identify opportunities to increase fleet utilization and reduce vehicle numbers.</p>            |   |
|  <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p> | <p>.The proposal seeks additional revenue funding to effectively manage the increasing fleet numbers and associated maintenance costs. The proposed additional staff will monitor utilization, support the transition to ULEV and undertake training and accident investigations.</p> |   |

**6. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?**

|                     | Describe any positive impacts your proposal has | Describe any negative impacts your proposal has | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------|---|---|--|
| Safeguarding        | Neutral   | .Neutral  |  |
| Corporate Parenting | Neutral   | Neutral   |  |

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

Financial data  
 Vehicle replacement and maintenance costs  
 Vehicle utilisation data  
 Supplier costs  
 Accident damage costs  
 WG Fleet transition legal requirements

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

The proposal is a pressure mandate seeking additional funding in order to offset increasing operating costs due to an increasing fleet. The Fleet service, if the mandate is agreed, will undertake a review of utilization data and work with services to increase utilization rates and sharing of vehicles between services. They will also lead on the transition of the fleet from fossil fuels to ULEV.

|  |
|--|
|  |
|--|

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

| What are you going to do | When are you going to do it? | Who is responsible |
|--------------------------|------------------------------|--------------------|
|                          |                              |                    |
|                          |                              |                    |
|                          |                              |                    |

**10. VERSION CONTROL:** The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Page 86

| Version No. | Decision making stage                                      | Date considered | Brief description of any amendments made following consideration |
|-------------|--|-----------------|--|
|             | <i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinetetc</i> |                 |  |
|             |  |                 |  |
|             |  |                 |  |



|   |   |
|---|---|
| <p><b>Name of the Officer</b> Carl Touhig</p> <p><b>Phone no:</b> 07580362121<br/><b>E-mail:</b> carl.touhig@monmouthshire.gov.uk</p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <p><b>ENT4</b> - Impacts of budget pressures in Neighbourhood Services, Recycling and Waste and Grounds and Cleansing</p> |
| <p><b>Name of Service area</b> Neighbourhood Services</p>   | <p><b>Date</b> 11/01/2022</p>   |

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

Page 87

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic  | Describe any negative impacts your proposal has on the protected characteristic  | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|--|--|---|
| Age                       | Recycling and waste collections at the kerbside, at the household waste recycling centres and as part of the councils litter and cleansing services impact on all residents. Where the services are no longer provided the impacts will be immediately visible and create a range of issues for all residents. | The impacts are similar across the spectrum, lower environmental standards, waste uncollected, increased flytipping, less access to facilities, crime and the fear of crime, less recycling, failed targets. | Ensuring any impacts due to reduced budgets are mitigated as far as possible to reduce impact         |
| Disability                | <i>As above</i>  |  |   |

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|-------------------------------|---|---|---|
| Gender reassignment           | As above  |   |   |
| Marriage or civil partnership | As above  |   |   |
| Pregnancy or maternity        | As above  |   |   |
| Race                          | As above  |   |   |
| Religion or Belief            | As above  |   |   |
| Sex                           | As above  |   |   |
| Sexual Orientation            | As above  |   |   |

## 2. The Socio-economic Duty and Social Justice

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

|   | <b>Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage</b>   | <b>Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.</b>   | <b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b> |
|---|---|--|--|
| <b>Socio-economic Duty and Social Justice</b> | <i>As Above – Changes in waste collections, access to facilities and cleansing regimes will be more apparent initially in areas where there is a higher proportion of socio economic disadvantage</i> | As above – waste collections and cleansing and access to waste disposal facilities are equally important to all socio economic groups but areas with socio economic disadvantage are likely to see higher levels of flytipping and litter and the first instance | <i>As above.</i>   |

### 3. Policy making and the Welsh language.

| How does your proposal impact on the following aspects of the Council's Welsh Language Standards:  | Describe the positive impacts of this proposal  | Describe the negative impacts of this proposal | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts |
|--|---|--|--|
| <p><b>Policy Making</b></p> <p>Effects on the use of the Welsh language,</p> <p>Promoting Welsh language</p> <p>Treating the Welsh language no less favourably</p> | <p><i>N/A Budget mandates and pressures will not impact on legal duty to promote Welsh Language</i></p> |  |  |
| <p><b>Operational</b></p> <p>Recruitment &amp; Training of workforce</p>   | <p>NA</p>   |  |  |
| <p><b>Service delivery</b></p> <p>Use of Welsh language in service delivery</p> <p>Promoting use of the language</p>   | <p>NA</p>   |  |  |

**4. Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

| Well Being Goal  | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
| <p><b>A prosperous Wales</b><br/>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>                                       | <p>High quality recycling and waste collections at the kerbside, at the household waste recycling centres and as part of the councils litter and cleansing services contribute positively on all well being goals. Where the services are no longer provided the impacts will be immediately visible and create a range of issues for all residents. The impacts are similar across the Well Being goals, lower environmental standards, waste uncollected, increased flytipping, less access to facilities, crime and the fear of crime, less recycling, failed targets.</p> | <p>Ensuring any impacts due to reduced budgets are mitigated as far as possible to reduce impact</p>            |
| <p><b>A resilient Wales</b><br/>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>       | <p>As above</p>   |   |
| <p><b>A healthier Wales</b><br/>People's physical and mental wellbeing is maximized and health impacts are understood</p>  | <p>As above</p>   |   |
| <p><b>A Wales of cohesive communities</b><br/>Communities are attractive, viable, safe and well connected</p>  | <p>As above</p>   |   |
| <p><b>A globally responsible Wales</b><br/>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p> | <p>As above</p>   |   |
| <p><b>A Wales of vibrant culture and thriving Welsh language</b></p>   | <p>As above</p>   |   |

| Well Being Goal  | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
| Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation |   |   |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances        | As above  |   |

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

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | The proposal seeks additional funding to ensure current core services continue to operate.             | Ensuring any impacts due to reduced budgets are mitigated as far as possible to reduce impact                           |
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>      | We will continue to work with all stakeholders to reduce costs whilst improving services for residents | As above  |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.                | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>                | <p>All residents, visitors and businesses in Monmouthshire are stakeholders</p>                                      |   |
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>    | <p>Seeking additional funding as budget pressure to prevent problems occurring</p>                                   |   |
|  <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p> | <p>Waste collection, recycling and environmental stewardship are key to the aspirations of WFGA and other bodies</p> |   |

**6. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?**

|                     | <b>Describe any positive impacts your proposal has</b> | <b>Describe any negative impacts your proposal has</b>  | <b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b> |
|---------------------|--|---|---|
| Safeguarding        | As above   | <i>.Safeguarding is about ensuring that everything is in place to promote the well-being of children and vulnerable adults, preventing them from being harmed and protecting those who are at risk of abuse and neglect</i> |   |
| Corporate Parenting | As above   |   |   |

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

If budget mandate is unsuccessful Neighbourhood Services will re-assess current service delivery model and work with all stakeholders to mitigate impacts of any service reviews.

- Equalities dashboard link. [Equality data dashboard for EQIA's 2020.xlsx](#)

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

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

| What are you going to do  | When are you going to do it? | Who is responsible |
|---|------------------------------|--------------------|
| <b>Review service delivery if funding allocation is unavailable</b> |                              |                    |
|   |                              |                    |
|   |                              |                    |

**10. VERSION CONTROL:** The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Page 95

| Version No. | Decision making stage                                      | Date considered | Brief description of any amendments made following consideration |
|-------------|--|-----------------|--|
|             | <i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinetetc</i> |                 |  |
|             |  |                 |  |
|             |  |                 |  |



# Integrated Impact Assessment document

(incorporating Equalities, Future Generations, Welsh Language and Socio Economic Duty)

Page 96

|  |  |
|--|--|
| <p><b>Name of the Officer</b> completing the evaluation<br/>Mark Hand</p> <p><b>Phone no:</b> 07773478579<br/><b>E-mail:</b> markhand@monmouthshire.gov.uk</p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <p><b>ENT5</b> - To amend the revenue budget for Highways and for Planning to reflect £127,827 revenue pressures in Placemaking, Regeneration, Highways and Flooding comprising £107,415 in Highways and £17,412 in Planning</p> <ol style="list-style-type: none"> <li>1) £75k revenue pressure in Highways: Car Parking and Civil Enforcement Team due to unbudgeted costs relating to transport and equipment and a reduction in the income target;</li> <li>2) £29,415 revenue pressure in Highways to enable the creation of a Safer Routes and School Travel Plan Officer post in the Traffic and Road Safety team to review and identify improvements to school walking and cycling travel routes and work with schools to encourage them to produce school travel plans;</li> <li>3) £6,122 revenue pressure in Highways due to job evaluation regrading two posts from band E to band F;</li> <li>4) £17,412 revenue pressure in Planning to increase 0.6FTE Tree Officer to 1.0FTE.</li> </ol> |
| <p><b>Name of Service area</b></p> <p>Placemaking, Regeneration, Highways and Flooding</p>   | <p><b>Date</b> 11/01/2022</p>  |

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

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic  | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|-------------------------------|--|---|---|
| Age                           | Creation of the Safer Routes and School Travel Plan Officer (2) will benefit younger generations and parents by improving non-car transport options to schools. No impact for 1, 3 or 4.   | None  | The officer will be working with schools and pupils to identify improvements to routes.               |
| Disability                    | None   | None  |   |
| Gender reassignment           | None   | None  | n/a   |
| Marriage or civil partnership | None   | None  | n/a   |
| Pregnancy or maternity        | Creation of the Safer Routes and School Travel Plan Officer (2) may benefit pregnant women or parents with an infant and an older school-age child, by improving non-car transport options to schools making them pram/pushchair friendly or generally safer. No impact for 1, 3 or 4. | None  | The officer will be working with schools and pupils to identify improvements to routes.               |
| Race                          | None   | None  | n/a   |
| Religion or Belief            | None   | None  | n/a   |

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|---|---|---|
| Sex                       | .None   | None  | n/a   |
| Sexual Orientation        | None  | None  | n/a   |

12. **The Socio-economic Duty and Social Justice**

96 98 98 The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

|   | Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage | Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.                  | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|--|---|
| <b>Socio-economic Duty and Social Justice</b> | None.  | There is no evidence that the proposals would disproportionately affect a particular socio-economic group or cause hardship. | n/a.  |

### 3. Policy making and the Welsh language.

| How does your proposal impact on the following aspects of the Council's Welsh Language Standards:  | Describe the positive impacts of this proposal | Describe the negative impacts of this proposal | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts |
|--|--|--|--|
| <p><b>Policy Making</b></p> <p>Effects on the use of the Welsh language,</p> <p>Promoting Welsh language</p> <p>Treating the Welsh language no less favourably</p> | None   | None   | n/a  |
| <p><b>Operational</b></p> <p>Recruitment &amp; Training of workforce</p>   | None   | None   | Recruitment to the posts (2, 3 and 4) will follow MCC HR policies.                                   |
| <p><b>Service delivery</b></p> <p>Use of Welsh language in service delivery</p> <p>Promoting use of the language</p>   | None   | None   | n/a  |

**4. Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

| Well Being Goal  | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
| <p><b>A prosperous Wales</b><br/>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>                                 | None   | n/a   |
| <p><b>A resilient Wales</b><br/>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p> | <p>Positive:</p> <p>2 assists with climate resilience by reducing the need for car-based school transport.</p> <p>3 and 4 relate to posts related to trees and hedges. Ensuring these posts are properly paid and resourced will support an efficient and robust service and help to protect healthy trees and treat or remove diseased trees.</p> <p>Negative: none</p> | n/a   |
| <p><b>A healthier Wales</b><br/>People's physical and mental wellbeing is maximized and health impacts are understood</p>                                  | <p>Positive:</p> <p>2 promotes walking, cycling and scooting to school by improving and providing safer routes. This will have health benefits in terms of exercise and improved air quality.</p> <p>Negative: none</p>  | n/a   |

| Well Being Goal   | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
| <p><b>A Wales of cohesive communities</b><br/>Communities are attractive, viable, safe and well connected</p>   | <p>Positive:</p> <p>2 promotes walking, cycling and scooting to school which could increase social interaction between children and parents/guardians while transporting children, compared to isolated trips in individual cars. This interaction might help strengthen community connections.</p> <p>Negative: none</p>  | <p>n/a</p>  |
| <p><b>A globally responsible Wales</b><br/>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>                                | <p>Positive:</p> <p>2 assists with climate resilience by reducing the need for car-based school transport.</p> <p>3 and 4 relate to posts related to trees and hedges. Ensuring these posts are properly paid and resourced will support an efficient and robust service and help to protect healthy trees and treat or remove diseased trees.</p> <p>Negative: none</p> | <p>n/a</p>  |
| <p><b>A Wales of vibrant culture and thriving Welsh language</b><br/>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p> | <p>Positive:</p> <p>3 and 4 relate to posts related to trees and hedges, which form an important part of Monmouthshire's rural character and heritage.</p> <p>Negative: none</p>   | <p>n/a</p>  |
| <p><b>A more equal Wales</b></p>  | <p>None</p>  | <p>n/a</p>  |

| Well Being Goal  | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
| People can fulfil their potential no matter what their background or circumstances |   |   |

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

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.                                      | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | None specifically from the budget proposals, but all work is based around the principles of sustainable development.                       | n/a   |
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>      | 2 will involve schools and pupils in identifying route improvements as well as working closely with Highways and Active Travel colleagues. | n/a   |
|  <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>         | 2 will involve schools and pupils in identifying route improvements as well as working closely with Highways and Active Travel colleagues. | n/a   |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p data-bbox="152 528 293 560">Prevention</p> <p data-bbox="344 288 506 587">Putting resources into preventing problems occurring or getting worse</p>   | <p data-bbox="546 256 1279 440">2 will involve schools and pupils in identifying route improvements as well as working closely with Highways and Active Travel colleagues to reduce the need for car-based travel. Changing habits early in life may influence future travel behaviour.</p> <p data-bbox="546 480 1294 624">3 and 4 relate to posts related to trees and hedges, and help to protect healthy trees and treat or remove diseased trees preventing problems such as ash dieback getting worse.</p>  | n/a   |
|  <p data-bbox="152 959 293 991">Integration</p> <p data-bbox="344 715 517 975">Considering impact on all wellbeing goals together and on other bodies</p> | <p data-bbox="546 663 1279 847">2 will involve schools and pupils in identifying route improvements as well as working closely with Highways and Active Travel colleagues to reduce the need for car-based travel. Changing habits early in life may influence future travel behaviour.</p> <p data-bbox="546 887 1294 1031">3 and 4 relate to posts related to trees and hedges, and help to protect healthy trees and treat or remove diseased trees preventing problems such as ash dieback getting worse.</p> | n/a   |

**6. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?**

|                     | <b>Describe any positive impacts your proposal has</b>  | <b>Describe any negative impacts your proposal has</b> | <b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b> |
|---------------------|---|--|---|
| Safeguarding        | 2 will identify route improvements to create or improve safer routes to school for non-car school travel, ensuring pupils can get to school safely. | None   | n/a   |
| Corporate Parenting | As above  | None   | n/a   |

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

- 1 – knowledge of service delivery and budget records
- 2 – advice from the Passenger Transport Unit on examples where a safe route to school is not available resulting in pressure from parents for school transport, feedback from communities including via the Active Travel consultation and ward members, local knowledge.
- 3 – HR policy for job evaluation to assess the role's grade
- 4 – caseload, customer demand for records that could be reduced if time is spent digitising and publicising them, feedback from the outgoing postholder, all of which has informed the need for the post to become full time.

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

.The proposals will ensure service delivery is maintained or improved and budgets are balanced.

|  |
|--|
|  |
|--|

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

| What are you going to do  | When are you going to do it?                          | Who is responsible   |
|---|---|----------------------|
| 1 – adjust the budget as per the mandate                                    | 1 <sup>st</sup> April 2022 if the mandate is approved | Finance – Dave Loder |
| 2 – commence process to recruit to the new post                             | 1 <sup>st</sup> April 2022 if the mandate is approved | Paul Keeble          |
| 3 – amend the salary grades for the two posts as per Job evaluation results | Already completed                                     | Paul Keeble          |
| 4 – adjust the Tree Officer post to be full time                            | 1 <sup>st</sup> April 2022 if the mandate is approved | Craig O'Connor       |
|   |   |                      |
|   |   |                      |

page 6

**10. VERSION CONTROL:** The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

| Version No. | Decision making stage | Date considered | Brief description of any amendments made following consideration |
|-------------|-----------------------|-----------------|--|
| 1.0         | Budget mandate        | 11/01/2022      |  |
|             |                       |                 |  |
|             |                       |                 |  |



|   |   |
|---|---|
| <p><b>Name of the Officer</b> Cath Fallon</p> <p><b>Phone no:</b> 07557 190969<br/><b>E-mail:</b></p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <p><b>ENT8</b> - To provide additional resources into the Strategic Operations Team to address Health and Safety concerns and service inefficiencies as identified by the Customer Demand and Responsiveness Working Group.</p> |
| <p><b>Name of Service area:</b> Enterprise</p>  | <p><b>Date</b> 14<sup>th</sup> December 2021</p>  |

Page 106

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

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic  | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|--|---|---|
| Age                       | <i>Services will be improved as a result of this proposal which will have a positive impact on this protected characteristic</i> | There are no negative impacts anticipated.                                      |   |
| Disability                | As above   | As above  |   |
| Gender reassignment       | Not applicable   | Not applicable  |   |

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic  | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|-------------------------------|--|---|---|
| Marriage or civil partnership | <i>Not applicable</i>  | Not applicable  |   |
| Pregnancy or maternity        | <i>Not applicable</i>  | Not applicable  |   |
| Race                          | <i>.Services will be improved as a result of this proposal which will have a positive impact on this protected characteristic.</i> | No negative impacts anticipated   |   |
| Religion or Belief            | <i>.Not applicable</i>   | Not applicable  |   |
| Sex                           | Not applicable   | Not applicable  |   |
| Sexual Orientation            | <i>.Not applicable</i>   | Not applicable  |   |

Page 107

## 2. The Socio-economic Duty and Social Justice

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

|   | Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage | Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage. | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|---|
| <b>Socio-economic Duty and Social Justice</b> | <i>The purpose of this proposal is to improve service delivery for all.</i>                                | <i>Not applicable</i>   | <i>Not applicable</i>   |

### 3. Policy making and the Welsh language.

| How does your proposal impact on the following aspects of the Council's Welsh Language Standards:   | Describe the positive impacts of this proposal   | Describe the negative impacts of this proposal | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts |
|---|--|--|--|
| <p><b>Policy Making</b></p> <p>Effects on the use of the Welsh language,</p> <p>Promoting Welsh language</p> <p>Treating the Welsh language, no less favourably</p> | <p>The team will ensure that they adhere to the Welsh Government Welsh Language Policy.</p>  | <p>None identified</p>                         | <p>n/a</p>   |
| <p><b>Operational</b></p> <p>Recruitment &amp; Training of workforce</p>  | <p>As this proposal relates to the creation of two new posts, the need to communicate through Welsh and English as part of the recruitment process and any necessary training offered as needed.</p> | <p>None identified</p>                         | <p>n/a</p>   |
| <p><b>Service delivery</b></p> <p>Use of Welsh language in service delivery</p> <p>Promoting use of the language</p>  | <p>Any advertising about improved services will promote the fact that people can deal with the council in Welsh by phone, email, twitter, Facebook, letters, forms, website transactions etc.</p>    | <p>None identified</p>                         | <p>n/a</p>   |

**4. Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

| Well Being Goal   | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs  | The proposal will seek to use our internal resources more efficiently and shape services, so they are more effective and responsive in the future.  | None identified   |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)                                      | Not applicable  |   |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood   | The purpose of the Health and Safety role will be to provide strategic and operational support for Workforce Development, Health and Safety and Well Being. Activities will include monitoring health safety and wellbeing; developing training plans and acting as a central resource to support all leaders and managers in the implementation of best practice leadership and workforce safety management. |   |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected   | Not applicable  |   |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing                                | Not applicable  |   |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | Not applicable  |   |

| Well Being Goal   | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances | <i>Services will be improved as a result of this proposal which will have a positive impact on this protected characteristic</i> | Not applicable  |

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

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
|  <p><b>Long Term</b></p> <p>Balancing short term need with long term and planning for the future</p> | <p>The purpose of both of the new roles within the team is to consider the short-term issues that the Enterprise Directorate is facing and identify solutions which will benefit teams in the longer term.</p>  | <p>None identified</p>  |
|  <p><b>Collaboration</b></p> <p>Working together with other partners to deliver objectives</p>      | <p>Both of the roles will work directly with colleagues from other departments to improve service delivery. The Health and Safety Officer will also work with external partners e.g., Health and Safety Executive as required.</p>  | <p>None identified</p>  |
|  <p><b>Involvement</b></p> <p>Involving those with an interest and seeking their views</p>         | <p>For this proposal, internal stakeholders have been consulted and the roles have been developed in direct response to recommendations from internal audit for the Health and Safety Officer and to address issues raised by the Customer Demand and Responsiveness Working Group.</p> | <p>None identified</p>  |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>   | <p>As detailed above, the purpose of both of the new roles within the team is to consider the short-term issues that the Enterprise Directorate is facing and identify solutions which will benefit teams in the longer term and avoid issues getting worse.</p> | <p>None identified</p>  |
|  <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p> | <p>.Not applicable</p>   |   |

**6. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?**

|                     | Describe any positive impacts your proposal has | Describe any negative impacts your proposal has | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------|---|---|--|
| Safeguarding        | Not applicable                                  |   |  |
| Corporate Parenting | Not applicable                                  |   |  |

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

Evidence that has been collated as a result of internal audit recommendations has informed the need for a Health and Safety Officer. A recent research paper produced for the Customer Demand and Responsiveness Working Group, identified a rise in the volume of calls received into the Contact Centre over the past five years and a doubling of the average time customers have to wait before speaking to an operator. The analysis identified that an increasing proportion of these calls were about waste and recycling, along with transport and highways issues. Although around 80% of people self-serve when booking waste recycling appointments, the Contact Centre have still experienced a three-fold increase in the number of people telephoning about waste issues. Analysis of data from My Council Services also shows a significant increase in missed bin reports where there is a correlation with a lack of internal knowledge relating to road closures.

It is therefore proposed that this Systems Support Officer role will be created to focus on where customer demand is highest, with a view to improving and linking existing systems. The Officer will take a user centred design approach to existing digital systems such as My Monmouthshire and Monty in order to improve information efficiency, increase productivity, reduce callers, and improve customer service delivery.

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

It is anticipated that this proposal will have a positive short- and long-term impact on the delivery of services within the Enterprise Directorate. The Health and Safety Officer role will focus on Workforce Development, Health and Safety and Well Being whilst the Systems Support Officer will focus on improving and linking existing systems in order to improve efficiency, increase productivity and improve customer service delivery in the longer term.

|  |
|--|
|  |
|--|

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

| <b>What are you going to do</b> | <b>When are you going to do it?</b> | <b>Who is responsible</b>            |
|---------------------------------|-------------------------------------|--------------------------------------|
| Cabinet                         | Jan/Feb 2022                        | Peter Davies, Deputy Chief Executive |
|                                 |                                     |                                      |
|                                 |                                     |                                      |

**10. VERSION CONTROL:** The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Page 114

| <b>Version No.</b> | <b>Decision making stage</b> | <b>Date considered</b> | <b>Brief description of any amendments made following consideration</b> |
|--------------------|------------------------------|------------------------|---|
| 1                  | Budget mandate               | Jan/Feb 2022           |   |
|                    |                              |                        |   |
|                    |                              |                        |   |



# Integrated Impact Assessment document

(incorporating Equalities, Future Generations, Welsh Language and Socio Economic Duty)

|   |   |
|---|---|
| <p><b>Name of the Officer</b> completing the evaluation</p> <p>Debra Hill-Howells<br/> <b>Phone no:</b> 01633 644281<br/> <b>E-mail:</b> debrahill-howells@monmouthshire.gov.uk</p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <p><b>ENT9</b> - Seek additional funding to offset revenue pressure within the Cleaning service. The pressure has arisen as a result of an increasing demand for consumables and a need to review the staffing structure to be able to meet service demands</p> |
| <p><b>Name of Service area</b></p> <p>Cleaning</p>  | <p><b>Date</b></p> <p>11<sup>th</sup> January 2022</p>  |

Page 115

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

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|-------------------------------|---|---|---|
| Age                           | None  | None  |   |
| Disability                    | None  | None  |   |
| Gender reassignment           | None  | None  |   |
| Marriage or civil partnership | None  | None  |   |

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|---|---|---|
| Pregnancy or maternity    | None  | None  |   |
| Race                      | .None   | None  |   |
| Religion or Belief        | <i>None</i>   | None  |   |
| Sex                       | None  | None  |   |
| Sexual Orientation        | <i>None</i>   | None  |   |

## 2. The Socio-economic Duty and Social Justice

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

|   | Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage | Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage. | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|---|
| <b>Socio-economic Duty and Social Justice</b> | <i>None – the service is internal facing.</i>  | None  | <i>None</i>   |

### 3. Policy making and the Welsh language.

| How does your proposal impact on the following aspects of the Council's Welsh Language Standards:  | Describe the positive impacts of this proposal   | Describe the negative impacts of this proposal | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts   |
|--|--|--|--|
| <p><b>Policy Making</b></p> <p>Effects on the use of the Welsh language,</p> <p>Promoting Welsh language</p> <p>Treating the Welsh language no less favourably</p> | <p><i>Neutral</i></p>  | <p>Neutral</p>                                 |  |
| <p><b>Operational</b></p> <p>Recruitment &amp; Training of workforce</p>   | <p>When recruiting staff we will advise that welsh language skills are desirable.</p>                                    |  | <p>We will work with colleagues to identify opportunities for welsh language courses for those that wish to develop their welsh language skills.</p> |
| <p><b>Service delivery</b></p> <p>Use of Welsh language in service delivery</p> <p>Promoting use of the language</p>   | <p>The service can be accessed through the medium of welsh in accordance with Council and Welsh Language guidelines.</p> |  |  |

**4. Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

| Well Being Goal   | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs  | Restructuring the service will enable decision making to be undertaken at a local establishment level, increase the responsive element of the service for deep clean requests and cover the cost of increased consumables necessary to undertake effective cleaning. |   |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)                                      | Neutral.   |   |
| <del>UA</del> <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood   | Neutral  |   |
| <del>oA</del> <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected   | Neutral  |   |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing                                | Neutral  |   |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | Neutral  |   |
| <b>A more equal Wales</b>   | There will be opportunities for colleague progression and recruitment of new staff.  |   |

| Well Being Goal  | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
| People can fulfil their potential no matter what their background or circumstances |   |   |
|  |   |   |

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

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | <p>The proposed restructure will enable the service to be more sustainable in the longer term and also able to be responsive to increased demand due to the pandemic. It will also improve communications with service users at a local level and ensure that there is sufficient resource to provide the service.</p> |   |
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>      | <p>The service works with its clients and suppliers to ensure that we are meeting the needs of the clients and their users.</p>  |   |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
|  <p data-bbox="136 480 297 507"><b>Involvement</b></p> <p data-bbox="349 256 517 440">Involving those with an interest and seeking their views</p>                   | <p data-bbox="544 256 1317 363">This is an internal re-structure and consultation with staff and their unions will be undertaken if the mandate is approved.</p>  |   |
|  <p data-bbox="136 759 297 786"><b>Prevention</b></p> <p data-bbox="349 520 517 815">Putting resources into preventing problems occurring or getting worse</p>       | <p data-bbox="544 520 1317 711">The proposal seeks additional revenue to increase the staffing structure and improve decision making at a local level. This will ensure that problems are identified and remedied quickly and local services such as public toilets remain open, clean and meet the needs of the users.</p> |   |
|  <p data-bbox="136 1098 297 1125"><b>Integration</b></p> <p data-bbox="349 858 517 1118">Considering impact on all wellbeing goals together and on other bodies</p> | <p data-bbox="544 858 1317 1002">.The proposal seeks additional revenue funding to enable more effective management of the cleaning service given the perapetic nature of some of the roles and the increased demand as a result of the pandemic.</p>   |   |

**6. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?**

|                     | Describe any positive impacts your proposal has | Describe any negative impacts your proposal has | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------|---|---|--|
| Safeguarding        | Neutral   | .Neutral  |  |
| Corporate Parenting | Neutral   | Neutral   |  |

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

Financial data  
 User demand  
 Demand on existing service and detrimental impact on staff welfare  
 Inability to maintain cleaning services in some operational buildings and the resulting impact on service users  
 Supplier costs  
 Client feedback

1599121

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

The proposal is a pressure mandate seeking additional funding in order to offset increasing demand and supplier costs through the provision of additional cleaning staff and a change to the existing structure to enable decisions to be made at a local level.

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

| What are you going to do | When are you going to do it? | Who is responsible |
|--------------------------|------------------------------|--------------------|
|                          |                              |                    |
|                          |                              |                    |
|                          |                              |                    |

**10. VERSION CONTROL:** The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Page 122

| Version No. | Decision making stage                                      | Date considered | Brief description of any amendments made following consideration |
|-------------|--|-----------------|--|
|             | <i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinetetc</i> |                 |  |
|             |  |                 |  |
|             |  |                 |  |



## Future Generations Evaluation (Includes Equalities and Sustainability Impact Assessments)

|  |  |
|--|--|
| <p><b>Name of the Officer</b> completing the evaluation</p> <p>Dave Loder</p> <p><b>Phone no:</b> 01633 644298<br/><b>E-mail:</b> daveloder@monmouthshire.gov.uk</p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <p><b>ENT10</b> - As part of the Authority's MTFP process and in setting an annual budget, we have reviewed all of our current fees &amp; charges and if there is any scope to increase this for 2022/23.</p> <p>Full details of all proposals can be found under Saving mandate ENT0010 Fees and Charges (inc associated spreadsheet)</p> |
| <p><b>Name of Service area</b></p> <p>Enterprise</p>   | <p><b>Date</b></p> <p>15<sup>th</sup> December 2021</p>  |

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

| Protected Characteristics  | Describe any positive impacts your proposal has on the protected characteristic   | Describe any negative impacts your proposal has on the protected characteristic  | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?   |
|--|---|--|---|
| <p>Age</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 124</p> | N/A   | Raising the cost of cemetery fees may have a disproportionate impact on those above the age of 18 who will incur the additional costs. | <p>If a family cannot afford to pay for a burial they may be entitled to assistance in the form of a S46 burial. A local authority has a responsibility to organise a S46 funeral where</p> <ol style="list-style-type: none"> <li>1. no funeral arrangements have been made</li> <li>2. no relatives of the deceased can be found, or</li> <li>3. the relatives of the deceased cannot or will not arrange a funeral</li> </ol> <p>The Local Authority however will be entitled to recover the costs of the funeral from the deceased estate</p> |
| Disability   | <p>Both the Careline Alarms and installation charges are remaining fixed for 2022/23 and are not being increased in line with inflation.</p> <p>The Disabled Facility Grant administration fee remains fixed for 2022/23.</p> | N/A  | Ensuring that the Careline service continues to be offered to those who require it.   |
| Gender reassignment  | N/A   |  |   |
| Marriage or civil partnership  | N/A   |  |   |

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?         |
|---------------------------|---|---|---|
| Pregnancy or maternity    | N/A   |   |   |
| Race                      | N/A   |   |   |
| Religion or Belief        | N/A   |   |   |
| Sex                       | N/A   |   |   |
| Sexual Orientation        | N/A   |   |   |
| Welsh Language            | N/A   |   | All signage and material arising from budget proposals will be compliant with the Welsh Language measure 2011 |

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic   | Describe any negative impacts your proposal has on the protected characteristic                  | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?   |
|---------------------------|---|--|---|
| Poverty<br><br>Page 126   | <p>Although Poverty isn't a protected characteristic, it is important to assess and understand the impact of our proposals on those in poverty, especially if there is a cumulative impact from a number of proposals. This is in line with our Social Justice policy.</p> <p>Freezing school meal charges will have a more significant impact on those on lower incomes.</p> | <p>Increases in cemetery fees will have a disproportionate impact on those on lower incomes.</p> | <p>The Local Authority will undertake a S46 funeral where the family is unable or unwilling to organise the funeral, but the costs can be recoverable from the deceased estate.</p> |

**2. Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

| Well Being Goal  | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts.                            | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?   |
|--|--|---|
| <p><b>A prosperous Wales</b><br/>Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p> | <p>Allows for the fees and charges we levy to be uplifted to reflect current price of goods, services and works.</p> | <p>The full range of increased fees and charges incorporated within this proposal will be subject to full engagement and consultation with the community and elected members of the authority</p> |

| Well Being Goal   | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|---|--|--|
|   |  | prior to being considered for inclusion in the 22/23 budget.   |
| <p><b>A resilient Wales</b><br/>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>                                      |  |  |
| <p><b>A healthier Wales</b><br/>People's physical and mental wellbeing is maximized and health impacts are understood</p>   | <p>Uplift in fees and charges allows resources to be allocated to priority areas across the authority such as social care and education.</p> <p>Freezing school meals charges enables us to provide a service that focuses on providing nutritional meals to young people that supports their physical wellbeing and health.</p> | <p>The full range of increased fees and charges incorporated within this proposal will be subject to full engagement and consultation with the community and elected members of the authority prior to being considered for inclusion in the 22/23 budget.</p> |
| <p><b>A Wales of cohesive communities</b><br/>Communities are attractive, viable, safe and well connected</p>   |  |  |
| <p><b>A globally responsible Wales</b><br/>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>                                | <p>Adhere to the charging legislation of the Act will mean a fairer and consistent charging for services across Wales.</p>   | <p>As above</p>  |
| <p><b>A Wales of vibrant culture and thriving Welsh language</b><br/>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p> |  |  |
| <p><b>A more equal Wales</b></p>  |  |  |

| Well Being Goal  | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
| People can fulfil their potential no matter what their background or circumstances |   |   |

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

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?                             |
|--|---|---|
|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | Increases in fees and charges have been considered in the context of whole life cost analysis over the long-term in order to ensure sustainable and cost effective service delivery now and in the future.                                    | Mitigating arrangements are in place to minimize the impact of increased fees of charges on people on low incomes.                                  |
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>      | Fee increases are considered in conjunction with opportunities to deliver services more efficiently in collaboration with existing and new partners.  | Consultation and engagement with communities and elected members of proposed increases as part of MCC 22/23 budget setting process.                 |
|  <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>         | These proposals will form part of the budget exercise and will be subject to a wider public consultation exercise. This will include sessions with existing groups such as the Access for All forum that represents people with disabilities. | Ensure that proposals and the accompanying Future Generations evaluations are used during, and updated as a result of, consultation and engagement. |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?                    |
|---|--|--|
|  <p>Putting resources into preventing problems occurring or getting worse</p> <p><b>Prevention</b></p>   | <p>Proposed fee increases enable priority services across the authority to receive additional financial support for pre-emptive services to be delivered that help reduce demand for costly provision in the future.</p> | <p>Consultation and engagement with communities and elected members of proposed increases as part of MCC 22/23 budget setting process.</p> |
|  <p>Considering impact on all wellbeing goals together and on other bodies</p> <p><b>Integration</b></p> | <p>The proposal will generate additional revenue and ultimately support the economy of Monmouthshire.</p>  | <p>Consultation and engagement with communities and elected members of proposed increases as part of MCC 22/23 budget setting process.</p> |

**Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Social Justice, Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?**

|                | Describe any positive impacts your proposal has  | Describe any negative impacts your proposal has  | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?   |
|----------------|--|--|--|
| Social Justice | <p>Social justice is about reducing inequalities in society by working towards more equal distribution of wealth and opportunities so everyone can achieve their full potential. Increasing charges enables the Authority to maintain services that are accessible to all.</p> | <p>There is a risk that any budget proposals that increase costs will have a disproportionate impact on people on low incomes and therefore will widen inequality.</p> | <p>The council is committed to aligning evidence based policy, programmes of work and resources with the aim of supporting people and communities to fulfil their potential and live the lives they want to live. Mitigation is in place to reduce the financial burden on people who can least afford it.</p> |

|                     |   |   |  |
|---------------------|---|---|--|
| Safeguarding        | There are no specific positive impacts identified at this stage | There are no specific negative impacts identified at this stage | Safeguarding is at the heart of everything the council does. All staff are trained to a level that is appropriate to their role. |
| Corporate Parenting | There are no specific positive impacts identified at this stage | There are no specific positive impacts identified at this stage |  |

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

Review of competitors charges  
Review of practices within other public sector organisations  
Current spend and income data  
Feedback from Select Committees, SLT and Cabinet

Page 130

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

. These will be added following the budget consultation.

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

| What are you going to do  | When are you going to do it?   | Who is responsible |
|---|--------------------------------|--------------------|
| The assessment will continue to be updated as individual budget proposals are developed and shaped by consultation. | As part of budget consultation |                    |
|   |                                |                    |

|  |  |  |
|--|--|--|
|  |  |  |
|--|--|--|

**8. VERSION CONTROL:** The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

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



# Integrated Impact Assessment document

(incorporating Equalities, Future Generations, Welsh Language and Socio Economic Duty)

|  |  |
|--|--|
| <p><b>Name of the Officer</b> completing the evaluation<br/>Matthew Gatehouse</p> <p>Phone no: 0778 555 6727<br/>E-mail: matthewgatehouse@monmouthshire.gov.uk</p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <p><b>CEO1</b> - To enable a temporary increase in staffing in the authority's contact centre to ensure that telephone response times can be maintained in the face of significant increases in demand from customers.</p> <p>To reduce the unachievable income targets set for community hubs which are aligned to i) Usk Post Office ii) Library fines and iii) room bookings.</p> |
| <p><b>Name of Service area</b></p> <p>Policy Scrutiny and Customer Service</p>   | <p><b>Date</b></p> <p>17 December 2021</p>   |

Page 132

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

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic  | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|--|---|---|
| Age                       | Community Hubs and the Contact Centre services will have a higher proportion of older service users than digital channels. Investments in telephony to reduce call wait times and responsiveness will have a positive impact on this age group. Similarly the Post Office Service in Usk, while a universal provision is an important service for many older people. |   |   |

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic  | Describe any negative impacts your proposal has on the protected characteristic   | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?  |
|-------------------------------|--|---|--|
| Disability                    | Ensuring the continued availability and viability of a broad range of contact channels including telephony will also ensure the council remains accessible to people who have mobility issues and cannot travel to community hubs. |   | The communications Team have made improvements the accessibility of the council's website using guidance developed by the Government Digital Service to maximise its accessibility to people with visual and hearing impairments |
| Gender reassignment           | No positive or negative impacts identified at this stage.  |   |  |
| Marriage or civil partnership | No positive or negative impacts identified at this stage.  |   |  |
| Pregnancy or maternity        | No positive or negative impacts identified at this stage.  |   |  |
| Race                          | No positive or negative impacts identified at this stage.  | The increased capacity will enable staff to devote more time to improving the functionality of the council's chatbot. Research has shown that Artificial Intelligence has the potential to reinforce existing biases. This is because computer algorithms are unequipped to consciously counteract learned biases in the same way that humans do. | Ensure that we understand any future applications where this could potentially occur within the council's chatbot and immediate any remedy immediately   |
| Religion or Belief            | No positive or negative impacts identified at this stage.  |   |  |

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|---|---|---|
| Sex                       | No positive or negative impacts identified at this stage.                       |   |   |
| Sexual Orientation        | No positive or negative impacts identified at this stage.                       |   |   |

### **The Socio-economic Duty and Social Justice**

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

|  | Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage | Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage. | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|---|
|  |  |   |   |

|  |  |  |  |
|--|--|--|--|
| <p><b>Socio-economic Duty and Social Justice</b></p> | <p>Community Hubs can act as a safety net for ma at socio-economic disadvantage, for example signposting to benefits advice, job support and as acting as an interface with community food banks as well as signposting to many other services. The service also acts as the location for key offers such as community learning, digital skills and skills at work which raise skills levels and increases employment prospects which can, over time – help reduce income differentials and inequality. Ensuring these are on a stable financial footing and not needing to chase income targets will secure a vital local service enabling it to focus on the issues that matter most to communities.</p> |  | <p>We provide digital skills courses through community education services within the council’s community hubs and will be piloting the loan of digital devices to digitally excluded people.</p> |
|--|--|--|--|

### 3. Policy making and the Welsh language.

| How does your proposal impact on the following aspects of the Council's Welsh Language Standards:  | Describe the positive impacts of this proposal   | Describe the negative impacts of this proposal | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts |
|--|--|--|--|
| <p><b>Policy Making</b></p> <p>Effects on the use of the Welsh language,</p> <p>Promoting Welsh language</p> <p>Treating the Welsh language no less favourably</p> | <p>More customer facing staff will be Welsh speakers which increases residents ability to use the language in interactions with public services in line with the commitments in the authority's new Welsh Language Strategy.</p> |  |  |
| <p><b>Operational</b></p> <p>Recruitment &amp; Training of workforce</p>   | <p>Increasing staffing levels enables some new posts to be advertised as 'Welsh Essential' increasing our ability to provide high quality customer responses in the Welsh Language.</p>  |  | <p>Increase training opportunities for all customer facing staff to develop Welsh skills.</p>        |
| <p><b>Service delivery</b></p> <p>Use of Welsh language in service delivery</p> <p>Promoting use of the language</p>   | <p>A higher proportion of customer service staff who are Welsh speakers minimises the financial and reputational harm that would result from a failure to comply with the Welsh Language Standards</p>                           |  |  |

**4. Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

| Well Being Goal  | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts.   | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|--|---|--|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs                                 | Secures the ongoing provision of a professional staff delivering front-line services to communities.  | This includes a temporary increasing in staffing. This will create time to deliver process changes which lessen the demand on front-line staff. Staff will have access to development opportunities to increase their long-term career prospects.  |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change) | On-going investment in digital and telephony will reduce the need for people to travel to access council services reducing CO2 and pollution from car journeys.   | Digital services are not carbon neutral and longer term strategies on decarbonizing energy supply in the UK will help mitigate the carbon impact of digital interactions.  |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood                                  | Delivering front-line services in our main towns increase peoples' opportunities to attend events and classes which enable social interaction and which can contribute to better mental health and well-being.  | We will continue to develop our understanding of the determinants of health inequalities and focus service offers in community hubs on addressing these for the long-term health benefits of people in our communities. This will include the loan of devices to enable those who are digitally excluded to access courses and learning remotely |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected  | Community Hubs are an important place where social interaction takes place enabling people to feel part of their communities. Reducing the need to generate commercial income from room hire means more capacity is available for community education and other classes that act as a place for people to make connections with others in their communities |  |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local  | No impacts have been identified at this stage   | No potential actions identified at this stage  |

2023  
 2024  
 2025  
 2026  
 2027

| Well Being Goal   | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts. | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?  |
|---|---|--|
| social, economic and environmental wellbeing  |   |  |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation |   |  |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances   | Access to training, development job skills to raise income levels                         | Maintaining community hub provision providing the physical location for a broad range of services that help upskill people with the potential to increase incomes. |

Page 138

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

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p>Balancing short term need with long term and planning for the future</p> | We are planning for the long-term, by making recommendations now that will increase the resilience of services and our ability to sustain services into the long-term. Hubs and contact centre will continue to capitalize on technology to deliver services in the way people will need and want to access them in the future. |   |

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|---|---|
|  <p data-bbox="129 467 293 496">Collaboration</p> <p data-bbox="333 256 510 483">Working together with other partners to deliver objectives</p>             | <p data-bbox="544 256 1305 323">The Services also work closely with a wide-range of internal and external stakeholders.</p>   |   |
|  <p data-bbox="136 740 297 769">Involvement</p> <p data-bbox="349 520 512 703">Involving those with an interest and seeking their views</p>                 | <p data-bbox="544 520 1240 587">Community Hubs provide a wide range of opportunities to involve people in their local communities</p>   |   |
|  <p data-bbox="152 1091 293 1120">Prevention</p> <p data-bbox="342 850 506 1150">Putting resources into preventing problems occurring or getting worse</p> | <p data-bbox="544 783 1323 1222">Contact Centre staff will continue to deliver the council’s chatbot which enables simple queries to be answered outside normal office hours we expect to lessen demand on the contact centre between 9am and 11am which will prevent calls going unanswered ensuring queries are answered and securing access to services and advice preventing escalation. Hub and contact centre staff have discussions with people are always looking for signs that peoples true needs may not be the needs that are expressed verbally, and so identify areas where they may benefit from additional services or opportunities which can prevent problems escalating.</p> |   |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
|  <p>Considering impact on all wellbeing goals together and on other bodies</p> | <p>At this stage there are no competing impacts that need to be re-considered. The proposal is seeking to fully integrate services within a single staffing model.</p> |   |

**6. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?**

|                     | <b>Describe any positive impacts your proposal has</b>           | <b>Describe any negative impacts your proposal has</b> | <b>What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?</b>                      |
|---------------------|--|--|--|
| Safeguarding        | There are no safeguarding implications identified at this stage. |  | All staff receive safeguarding training to ensure that they can act if they sense a safeguarding risk when interacting with customers. |
| Corporate Parenting | There are no corporate parenting implications                    |  |  |

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

An increase in phone calls compared to pre-pandemic levels has led to longer queue times, rising dis-satisfaction and increased complaints to Customer Relations.

Measures:

- The number of phone calls received by the authorities contact centre has increased by 30%
- The average wait time increased from 3 mins 11 seconds in 2019/20 to 6 mins 11 seconds in 2021/22

Community Hubs have consistently been unable to achieve income targets as evidenced by on-going budget monitoring while post office income remains considerably below operating costs. There is widespread recognition in the industry that a small-post office needs to be located within a commercial business to generate the income necessary to subsidise the operation of post office service – or where the post office is used to generate footfall to another commercial services, for example being located in a general store or newsagent.

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

Alongside this short-term investment in the contact centre digital transformation will be progressed at pace to improve back office process which will reduce call handling time meaning more calls can be answered in a timely manner. Improvements will also be made to self-service to increase the number of people who are able to resolve queries without needing to phone the authority.

|  |
|--|
|  |
|--|

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

| What are you going to do | When are you going to do it? | Who is responsible |
|--------------------------|------------------------------|--------------------|
|                          |                              |                    |
|                          |                              |                    |
|                          |                              |                    |

**10. VERSION CONTROL:** The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Page 142

| Version No. | Decision making stage | Date considered | Brief description of any amendments made following consideration |
|-------------|-----------------------|-----------------|--|
| 1           | Cabinet               |                 |  |
|             |                       |                 |  |
|             |                       |                 |  |



# Integrated Impact Assessment document

(incorporating Equalities, Future Generations, Welsh Language and Socio Economic Duty)

|   |   |
|---|---|
| <p><b>Name of the Officer</b> Debra Hill-Howells</p> <p><b>Phone no:</b> 01633 644281<br/><b>E-mail:</b> debrahill-howells@monmouthshire.gov.uk</p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <p>Budget Pressure Mandate – <b>RES2</b></p> <p>Budget Pressures arising from income performance of the investment portfolio including Castlegate Business Park, Newport Leisure Park, Markets service and Innovation House</p> |
| <p><b>Name of Service area</b></p> <p>Property, Fleet &amp; Facilities</p>  | <p><b>Date</b> 20<sup>th</sup> December 2021</p>  |

Page 143

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

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic  | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?   |
|---------------------------|---|--|---|
| Age                       |   | The proposal requests additional revenue funding of 650k for 1 year plus a further £131k on-going revenue adjustment. Diverting revenue to support the investment portfolio results in less funding being available for other Council commitments. | Castlegate is being actively marketed to attract new tenants to the void units. We are appointing specialist advisors for NLP. A review of Innovation House is underway which may result in its disposal. |
| Disability                |   | As above   | As above  |
| Gender reassignment       |   | As above   | As above  |

| <b>Protected Characteristics</b> | <b>Describe any positive impacts your proposal has on the protected characteristic</b> | <b>Describe any negative impacts your proposal has on the protected characteristic</b> | <b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b> |
|----------------------------------|--|--|--|
| Marriage or civil partnership    |  | As above   | As above   |
| Pregnancy or maternity           |  | As above   | As above   |
| Race                             | .  | As above   | As above   |
| Religion or Belief               | .  | As above   | As above   |
| Sex                              |  | As above   | As above   |
| Sexual Orientation               | .  | As above   | As above   |

Page 14

#### **2. The Socio-economic Duty and Social Justice**

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

|  | <b>Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage</b> | <b>Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage.</b> | <b>What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?</b> |
|--|---|--|--|
|  |   |  |  |

|  |  |   |  |
|--|--|---|--|
| <p><b>Socio-economic Duty and Social Justice</b></p> | <p>The purpose of the investment portfolio is to generate a net income that can be utilized to support front delivery. Prior to 2022/23, the investment portfolio has been successful in meeting that objective, achieving a net income of £609k per annum for Castlegate and NLP. The market service creates opportunities for small traders to operate flexibly and avoids substantial property and overhead costs for businesses. All the assets are homes to businesses that support the retention and creation of jobs.</p> | <p>The pandemic has resulted in structural changes in the office market and retail sectors and as a result the investment portfolio is transitioning to adjust to the new reality. Castlegate in particular will see the loss of a large tenant in 2022 who are downsizing and re-locating. Viewings are already taking place, however there will be a shortfall in income and the mandate requests that revenue funding is made available to support this shortfall. This will divert revenue funding from other Council services.</p> | <p>The markets service continues to operate and rental levels will not be increased in April 2022 to support traders with the on-going impacts of the pandemic. The soon to be vacated space in Castlegate is already being marketed and discussions ongoing with potential tenants to mitigate the rental loss. Heads of terms have been agreed with a potential tenant in NLP and specialist advisors will be appointed to support the marketing of the Pizza Hut unit. Options are being considered for Innovation House.</p> |
|--|--|---|--|

### 3. Policy making and the Welsh language.

| How does your proposal impact on the following aspects of the Council's Welsh Language Standards:  | Describe the positive impacts of this proposal | Describe the negative impacts of this proposal | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts  |
|--|--|--|---|
| <p><b>Policy Making</b></p> <p>Effects on the use of the Welsh language,</p> <p>Promoting Welsh language</p> <p>Treating the Welsh language no less favourably</p> |  |  | <p>The proposal is for revenue support for the investment portfolio, service operation will continue to adhere to legislative requirements</p>  |
| <p><b>Operational</b></p> <p>Recruitment &amp; Training of workforce</p>   |  |  | <p>The investment properties are occupied by third parties who will undertake their own recruitment and training. All MCC staff are encouraged to undertake welsh language studies if they are not fluent welsh speakers. Welsh speakers are available in AbergavennyTown Hall.</p> |
| <p><b>Service delivery</b></p> <p>Use of Welsh language in service delivery</p> <p>Promoting use of the language</p>   |  |  | <p>When advertising our services we promote the ability to communicate with the Council through the medium of welsh.</p>  |

**4. Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

| Well Being Goal   | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs  | The investment portfolio provides a property portfolio that supports economic development and local job creation   |   |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)                                      | The solar farm generates renewable energy and there are plans for further facilities.  |   |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood   | N/A  |   |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected   | Castlegate, NLP and the Livestock Market provide access to jobs and services.  |   |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing                                | N/A  |   |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | N/A  |   |
| <b>A more equal Wales</b>   | The investment portfolio supports economic development opportunities within the local area through the provision of property which in turn supports local employment |   |

| Well Being Goal  | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts.  | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
| People can fulfil their potential no matter what their background or circumstances | opportunities. A net income is also derived from these assets which is used to support front line service provision. The livestock market provides a regional service for the farming community. |   |

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

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | The investment portfolio whilst regularly reviewed is designed to generate long term value through income generation or provide infrastructure to support the local economy. It is expected that the short term impact of the pandemic will be off set in the longer term as the leisure and commercial sectors adjust to the structural changes that have arisen. |   |
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>      | We work with colleagues, tenants, agents and specialist advisors to ensure that the portfolio is effective and meeting the demands of occupiers and users.   |   |
|  <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>         | The proposal results in a short term requirement for revenue funding to offset an income shortfall due to the loss of tenants impacted by the pandemic. Consultation on this proposal will be undertaken as part of the budget setting process.  |   |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.   | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|---|---|
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>   | <p>The proposal is for short term financial support to offset income losses associated with the pandemic and the structural changes within the leisure and commercial sectors. If funding is provided this will enable the voids to be marketed and new tenants secured to increase the revenue returns to pre pandemic levels.</p> |   |
|  <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p> | <p>.This is a proposal for short term funding to ease a revenue pressure, The investment portfolio has provided a net revenue stream and ensures that strategic assets such as Castlegate and the Livestock market are maintained within the County.</p>  |   |

**6. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?**

|                     | Describe any positive impacts your proposal has | Describe any negative impacts your proposal has | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------|---|---|--|
| Safeguarding        | Neutral   | .Neutral  |  |
| Corporate Parenting | Neutral   | Neutral   |  |

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

Financial Data  
Occupancy data  
Tenancy information  
Agents and specialist advisor information

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

.This is a pressure mandate for short term revenue funding to off set voids arising from the pandemic and the structural changes in the commercial and leisure sectors. Should the funding be agreed it will enable the Council to advertise the voids and secure new tenants to maintain the revenue streams and capital value of the assets.

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

| What are you going to do | When are you going to do it? | Who is responsible |
|--------------------------|------------------------------|--------------------|
|                          |                              |                    |
|                          |                              |                    |
|                          |                              |                    |

**10. VERSION CONTROL:** The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

Page 151

| Version No. | Decision making stage                                      | Date considered | Brief description of any amendments made following consideration |
|-------------|--|-----------------|--|
|             | <i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinetetc</i> |                 |  |
|             |  |                 |  |
|             |  |                 |  |



# Integrated Impact Assessment document

(incorporating Equalities, Future Generations, Welsh Language and Socio Economic Duty)

|   |  |
|---|--|
| <p><b>Name of the Officer</b> completing the evaluation</p> <p>Debra Hill-Howells<br/> <b>Phone no:</b> 01633 644281<br/> <b>E-mail:</b> debrahill-howells@monmouthshire.gov.uk</p> | <p><b>Please give a brief description of the aims of the proposal</b></p> <p><b>RES6</b> - Seek additional funding to offset revenue pressures which have arisen as a result of increasing income targets against the Design and Maintenance teams which are no longer achievable.</p> |
| <p><b>Name of Service area</b></p> <p>Landlord Services</p>   | <p><b>Date</b></p> <p>11<sup>th</sup> January 2022</p>   |

Page 152

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

| Protected Characteristics     | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|-------------------------------|---|---|---|
| Age                           | None  | None  |   |
| Disability                    | None  | None  |   |
| Gender reassignment           | None  | None  |   |
| Marriage or civil partnership | None  | None  |   |
| Pregnancy or maternity        | None  | None  |   |

| Protected Characteristics | Describe any positive impacts your proposal has on the protected characteristic | Describe any negative impacts your proposal has on the protected characteristic | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------------|---|---|---|
| Race                      | .None   | None  |   |
| Religion or Belief        | <i>None</i>   | None  |   |
| Sex                       | None  | None  |   |
| Sexual Orientation        | <i>None</i>   | None  |   |

## 2. The Socio-economic Duty and Social Justice

The Socio-economic Duty requires public bodies to have due regard to the need to reduce inequalities of outcome which result from socio-economic disadvantage when taking key decisions This duty aligns with our commitment as an authority to Social Justice.

|   | Describe any positive impacts your proposal has in respect of people suffering socio economic disadvantage | Describe any negative impacts your proposal has in respect of people suffering socio economic disadvantage. | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|---|
| <b>Socio-economic Duty and Social Justice</b> | None   | None  | <i>None</i>   |

### 3. Policy making and the Welsh language.

| How does your proposal impact on the following aspects of the Council's Welsh Language Standards:  | Describe the positive impacts of this proposal   | Describe the negative impacts of this proposal | What has been/will be done to mitigate any negative impacts or better contribute to positive impacts   |
|--|--|--|--|
| <p><b>Policy Making</b></p> <p>Effects on the use of the Welsh language,</p> <p>Promoting Welsh language</p> <p>Treating the Welsh language no less favourably</p> | <p><i>Neutral</i></p>  | <p>Neutral</p>                                 |  |
| <p><b>Operational</b></p> <p>Recruitment &amp; Training of workforce</p>   | <p>When recruiting staff we will advise that welsh language skills are desirable.</p>                                    |  | <p>We will work with colleagues to identify opportunities for welsh language courses for those that wish to develop their welsh language skills.</p> |
| <p><b>Service delivery</b></p> <p>Use of Welsh language in service delivery</p> <p>Promoting use of the language</p>   | <p>The service can be accessed through the medium of welsh in accordance with Council and Welsh Language guidelines.</p> |  |  |

**4. Does your proposal deliver any of the well-being goals below?** Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. There's no need to put something in every box if it is not relevant!

| Well Being Goal   | Does the proposal contribute to this goal?<br>Describe the positive and negative impacts.                                | What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
| <b>A prosperous Wales</b><br>Efficient use of resources, skilled, educated people, generates wealth, provides jobs  | Landlord Services work collaboratively with Gwent Police, providing technical professional support on building projects. | The proposal is to reduce the income target in line with income projections based on the future works pipeline. |
| <b>A resilient Wales</b><br>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)                                      | Neutral  |   |
| <b>A healthier Wales</b><br>People's physical and mental wellbeing is maximized and health impacts are understood   | Neutral  |   |
| <b>A Wales of cohesive communities</b><br>Communities are attractive, viable, safe and well connected   | Neutral  |   |
| <b>A globally responsible Wales</b><br>Taking account of impact on global well-being when considering local social, economic and environmental wellbeing                                | Neutral  |   |
| <b>A Wales of vibrant culture and thriving Welsh language</b><br>Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation | Neutral  |   |
| <b>A more equal Wales</b><br>People can fulfil their potential no matter what their background or circumstances   | Neutral  |   |
|   |  |   |

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

| Sustainable Development Principle  | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|--|--|---|
|  <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p> | <p>Over a period of time the income target for Landlord Services has been increased to reflect the number of large scale builds that they were managing. The large projects are reducing over the short term, however the professional teams are still required for MCC and Gwent Projects. Reducing the income target will ensure that the target is realistic and achievable moving forward.</p> |   |
|  <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>       | <p>The service works collaboratively with Gwent Police, clients and external consultants to ensure that we meet the needs of the commissioning clients and support the Councils net zero requirements.</p>   |   |
|  <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>          | <p>Discussions have been undertaken with Gwent Police, MCC clients and Finance to ascertain a realistic and achievable income target for the service, whilst still achieving the service costs.</p>  |   |

| Sustainable Development Principle   | Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.  | Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts? |
|---|--|---|
|  <p><b>Prevention</b></p> <p>Putting resources into preventing problems occurring or getting worse</p>   | <p>The proposal seeks additional revenue to reduce the income target against the service which is based on historic workstreams. An evaluation of future projects has been undertaken to ensure that the future income targets are achievable and realistic.</p> |   |
|  <p><b>Integration</b></p> <p>Considering impact on all wellbeing goals together and on other bodies</p> | <p>The proposal ensures that the Council maintains its specialist and professional advisors to support MCC and Gwent Police on planned and future development and maintenance projects and income targets are sustainable.</p>                                   |   |

**6. Council has agreed the need to consider the impact its decisions has on the following important responsibilities: Corporate Parenting and Safeguarding. Are your proposals going to affect any of these responsibilities?**

|                     | Describe any positive impacts your proposal has | Describe any negative impacts your proposal has | What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts? |
|---------------------|---|---|--|
| Safeguarding        | Neutral   | .Neutral  |  |
| Corporate Parenting | Neutral   | Neutral   |  |

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

Financial data  
MCC Project pipeline  
Gwent Police project pipeline  
Service operating costs

Page 158

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

.The proposal is a pressure mandate seeking additional funding in order to offset historic income targets which are not achievable based on projected project pipelines.

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

| What are you going to do | When are you going to do it? | Who is responsible |
|--------------------------|------------------------------|--------------------|
|                          |                              |                    |
|                          |                              |                    |
|                          |                              |                    |

**10. VERSION CONTROL:** The Equality and Future Generations Evaluation should be used at the earliest stage, such as informally within your service, and then further developed throughout the decision making process. It is important to keep a record of this process to demonstrate how you have considered and built in equality and future generations considerations wherever possible.

| Version No. | Decision making stage                                      | Date considered | Brief description of any amendments made following consideration |
|-------------|--|-----------------|--|
|             | <i>e.g. budget mandate, DMT, SLT, Scrutiny, Cabinetetc</i> |                 |  |
|             |  |                 |  |
|             |  |                 |  |

This page is intentionally left blank