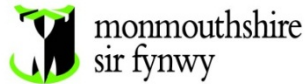


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Neuadd y Sir
Y Rhadyr
Brynbuga
NP15 1GA

County Hall
Rhadyr
Usk
NP15 1GA

Wednesday, 22 January 2020

Notice of Reports Received following Publication of Agenda.

Economy and Development Select Committee

Thursday, 30th January, 2020 at 10.00 am,
The Council Chamber, County Hall, Rhadyr, Usk, NP15 1GA

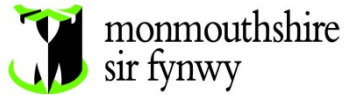
Attached are reports that the committee will consider as part of the original agenda but were submitted to democratic services following publication of the agenda.

MEMBERS OF THE STRONG COMMUNITIES SELECT COMMITTEE ARE INVITED TO ATTEND THE MEETING TO SCRUTINISE AND VOTE ON THE FOLLOWING AGENDA ITEMS.

Item No	Item	Pages
4.	Scrutiny of the draft Capital and Revenue proposals for 2020-21 within the context of the four year Medium Term Financial Plan.	1 - 102
5.	Budget Monitoring Report Month 7 - Report for quarterly scrutiny.	103 - 136

**Paul Matthews
Chief Executive**

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SUBJECT:	DRAFT REVENUE BUDGET PROPOSALS 2020/21
MEETING:	ECONOMY AND DEVELOPMENT SELECT COMMITTEE
DATE:	30TH January 2020
DIVISION/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To present the draft revenue budget proposals for financial year 2020/21 for scrutiny and for the Select Committees to offer their views on the proposals during the consultation period which extends to 31st January 2020.

2. RECOMMENDATION FOR SELECT COMMITTEES:

- 2.1 To request the select committees scrutinise the 2020/21 draft budget proposals within the context of the 4 year Medium Term Financial Plan (MTFP) and the Corporate Plan and offer their recommendations on the proposals to Cabinet for their consideration.

3. RECOMMENDATIONS FOR CABINET:

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

4. KEY ISSUES:

4.1 It is well trailed nationally that local government funding has been challenged for a number of years. Monmouthshire, in keeping with all other Councils in Wales has had to make significant adjustments year on year to its cost base to ensure that the service offer has remained relevant and appropriate for the citizens of the county. Members of all parties are nonetheless familiar with having to take decisions that they would prefer not to but with this as a context a reasonable and pragmatic approach has been taken. Financial year 2020/21 will continue this approach.

4.2 For some years now the Council has successfully accommodated the ongoing and significant financial, demographic and demand-led pressures. This alongside its commitments to deliver the goals and objectives set out in its Corporate Plan. The Corporate Plan outlines the priorities of the Administration and these, in summary, are illustrated later in the report.

4.3 This budget proposals continue to support the priorities of the Administration. Specifically it seeks to recognise:

- a) All pay and pension related spending pressures in our schooling system
- b) The increasing demand on schools and the Local Education Authority of pupils with additional learning needs
- c) The increasing demand being placed on our children's social services in respect of looked after children and for whom the Council acts as corporate parent
- d) The growing impact of an ageing population and adults with disabilities on our adult social services

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

4.4 The challenges facing the authority now and into the future should not be underestimated. The 2019/20 in-year forecast exhibits significant pressures within and across services. A recovery plan is in place and that will look to arrest the current over spend on services through significant one-off recovery of VAT, additional in-year grant and funding received and flexible use of capital receipts to fund revenue costs associated with service reform.

4.5 For 2020/21 and in overall terms there are some £9.742 million of new unavoidable pressures that need to be accommodated as part of the 2020/21 budget and these are detailed in appendices 1 and 2. The pressures significantly present themselves in:

- a) Adult and children's social care (£5.5m)
- b) Children with additional learning needs (£1.5m)
- c) Teachers pay and pension increases - £1.2m over and above the 1% pay award assumption modelled

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

4.7 This budget proposal assumes a council tax rise of 4.95% for 2020/21 (1% higher than the original modelling assumption signalled in our report of 18th September 2019), and a Council Tax rise of 3.95% for the remaining years of this Council. For a current Band D property of £1,316 (Council only element excluding community council or Police levy), this would illustratively be an additional £65.12 a year or £1.25 a week for 2020/21.

Purpose and Priorities

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

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

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

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

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

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

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

Budget Process so far

4.13 Cabinet received a report on the MTFP and budget process at their meeting of 18th September 2019. The report outlined the assumptions that were being used in the construction of the budget for 2020/21 and the MTFP.

4.14 As a reminder the following assumptions had been used initially for the 2020/21 budget:

- Council Tax – 3.95% for 2020/21, 3.95% for rest of MTFP
- Other external income – 0%, individual services to determine price increases
- Pay inflation – 1% for 2020/21 and the rest of MTFP
- Non pay inflation – 0%
- Vacancy factor – 2% (except schools)
- Superannuation – 24.1% rising 1% for each year of the MTFP
- Teachers superannuation – 23.6%
- Aggregate External Finance – 1% reduction and full funding of teachers pay and pension increases

4.15 The above assumptions and modelling at that time led to a gap of £5.39 million in 2020/21 rising to a gap of £21.07 million over the medium term. Further work was then being undertaken to assess service based pressures both in the current year budget and any new pressures arising. Savings and income generation proposals were also being worked up and reviewed in order to close the gap between available resources and demand for resources.

4.16 It should be acknowledged this year that receipt of the provisional settlement announcement from Welsh Government is delayed until 16th December 2019 with the final settlement now due in early March 2020. This has adversely impacted on financial planning arrangements and where levels of comfort or certainty are needed around core funding from Welsh Government. However, following advice and analysis provided by WLGA subsequent to UK Government’s one year spending review announcement, and discussions with other local authorities in Wales, the AEF assumption has been improved from a -1% to +1% which it is felt is prudent based on information received. A verbal update will be provided to Cabinet on the outcome of the provisional settlement when this paper is considered.

4.17 A high level summary of the draft proposals and the resultant budget shortfall of £1.178m still to be addressed is shown below. Pressures of £9.742m and savings of £7.981m are summarised in appendix 1 and each is supported by a detailed mandate in appendix 2.

BUDGET PROGRESS TO DATE	£'000	£'000
Gross Expenditure		231,533
Inflationary Pressures	1,554	

Specific Pressures	9,742	
	11,296	11,296
Sub Total Expenditure		242,829
Gross Income		(231,533)
<u>Inflationary Savings</u>		
Council tax additionality (3.95% original)	(2,136)	
<u>Savings Proposals</u>		
Service efficiencies	(3,832)	
Welsh Government settlement funding implications	(2,080)	
Income generation increase	(1,034)	
Council tax additionality (extra + 1%)	(831)	
Full cost treasury adjustment	(204)	
	(7,981)	(10,117)
Sub Total Income		(241,651)
Savings still to be identified		<u>1,178</u>

Pressures

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

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

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

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

4.20 Previously agreed savings that have been identified as not achievable have also been recognised as pressures in the model together with significant current year budget overspends that look set to continue into 2020/21 and to the extent that they can't be mitigated. In previous budgets directorates have been asked to manage these pressures within services, however given the level of savings already being delivered by some service areas a decision has been taken to recognise these significant demand-led pressures in the budget for 2020/21 to mitigate this risk.

Saving Proposals for 2020/21

4.21 After several years of taking significant resource out of the budget the means of achieving further savings becomes increasingly more challenging. The significant in-year over spend, whilst being managed via a recovery plan, sees significant pressures carried through into 20/21 and with this already challenging backdrop has made the budget challenge even more acute.

4.22 The draft proposals in total bring forward savings of £7.98m. The notable savings proposals include:

- Assumptions around the increase in core funding (AEF) from Welsh Government, including full funding of teachers pay and pension increases (£2.08m)
- Opportunity taken from revised guidance from Welsh Government that allows the Authority to make flexible use of capital receipts to capitalise revenue costs relating to service reform (£1.15m)
- Income generation resulting from new charges and increases in existing fees and charges (£1.03m)
- A 2% (£830k) saving against Individual Schools budgets, alongside full funding of pay and pension pressures. A loan facility is also being offered to schools to more effectively repay deficit school balances. Schools will still receive a year-on-year cash increase in their school budgets. Support will however continue to be provided to schools to identify opportunities to generate savings.
- An increase in the increase in council tax for modelling purposes of 1% to 4.95% (£509k)
- Resulting from a review of earmarked reserves a planned reduction and release from the Treasury Equalisation reserve (£400k)
- A freeze in the employer pension contribution for the next two years (£370k)
- An increase in council tax income resulting from an increase in the number of housing completions forecast (£322k)
- A reduction in treasury budgets as a result of updates to the MTFP (£204k)
- Savings within Children's Services through reduced legal costs brought about by investment in in-house childcare solicitors (£100k) and resulting from increased and ongoing investment in the Myst project (£250k).

4.23 Work continues to develop ideas and proposals such that they can be brought into the budget once they are sufficiently progressed. The mid-term review of the Corporate Plan being presented to Council in the New Year will also need consider any policy changes needing to be considered to put services on a more sustainable footing for the future.

4.24 All proposals have been considered and tested through an initial process of independent challenge by officers and Cabinet Members. A summary of all the proposals are shown in the table below. The savings proposals are contained in summary in appendix 1 and in detail in appendix 2.

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

Treasury Impact

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

Council Tax

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

Summary position

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

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

Reserves strategy

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

Next Steps

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

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

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

Town and community council cluster meetings:

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

North Monmouthshire Area Committee – 22nd January 2020

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

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

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

4 OPTIONS APPRAISAL

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

5 EVALUATION CRITERIA

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

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

6 REASONS:

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

7. RESOURCE IMPLICATIONS:

7.1 As identified in the report and appendices

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

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

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

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

9. CONSULTEES:

SLT
Cabinet
Head of Legal Services

10. BACKGROUND PAPERS:

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

11. AUTHOR:

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Chief Officer for Resources (acting S151 officer)

12. CONTACT DETAILS:

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E-mail: peterdavies@monmouthshire.gov.uk

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

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

1. Pressure Description

Why is this pressure required?

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

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

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

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

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

19/20 £74,000

20/21 £25,000

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

2. Objectives of Investment

What are the objectives of investing in the identified pressure?

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

Expected positive impacts

N/A

Expected negative impacts

N/A

3. Actions required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the proposal.

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

4. Additional skills/ business needs

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

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

5. Consultation

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

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

6. Measuring performance on the proposal

How do you intend to measure the impact of the investing in the pressure identified? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

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

7. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
N/A				

8. Assumptions

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

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

9. Monitoring the pressure proposal

The pressure proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure proposal, including the performance being achieved and the level of impact.

MonLife investment – Council meeting – 19th September 2019

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

Recommendation 2.2:

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

Strategic Development Plan – Council meeting – 19th September 2019

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

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

Recommendation 2.7:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

5. Key actions required to deliver this proposal

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the proposal.

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

6. Additional skills/ business needs

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

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

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

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

8. Key Risks and Issues

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

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
2 WG does not increase statutory planning application fees by 20% in August 2020	Operational	This is wholly reliant on WG's decision	Low risk, high impact	Considered low risk as WG has announced its intention, so it is unlikely to change its mind.

9. Assumptions

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

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

10. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

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

The proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure proposal, including the performance being achieved and the level of impact.

11. Additional considerations:

Question	Y/N	Comments/Impact
Will this proposal require procurement of goods, services or works?	N	

Will this proposal impact on the authorities built assets?	N	
Will this proposal present any collaboration opportunities?	N	
Will this project benefit from digital intervention?	N	Implemented IT changes have in part enabled this restructure

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

1. Pressure Description

Why is this pressure required?

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

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

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

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

A new income target of £1.26m is proposed.

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

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

2. Objectives of Investment

What are the objectives of investing in the identified pressure?

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

Expected positive impacts

Realistic and managed budget expectations

Expected negative impacts

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

3. Actions required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the proposal.

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

4. Additional skills/ business needs

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

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

5. Consultation

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

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

6. Measuring performance on the proposal

How do you intend to measure the impact of the investing in the pressure identified? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

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

7. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
none				

8. Assumptions

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

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

9. Monitoring the pressure proposal

The pressure proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure proposal, including the performance being achieved and the level of impact.

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

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

Pressures

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

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

Savings

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

Total Saving £81,000.

Net Pressure £40,000

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

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

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

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

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

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

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

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

6. Additional Considerations:

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

7. Key actions required to deliver this proposal

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the proposal.

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

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

8. Additional skills/ business needs

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

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

9. Consultation

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

Consultee	Description	Date (delivered/planned)
None		

10. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Service not taken up due to increased charges	operational	Risk of lower take up of service could have wider implications and result in reduced overall budget	Low	Advance warning to customers etc
Implementation of new Asset Mgmt System		Without Ass Mgmt data then future bids for funding could be jeopardised	Medium	Develop with existing supplier or alternatively it may be necessary to seek alternative/ new supplier via tendering process

11. Assumptions

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

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

12. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

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

The proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure proposal, including the performance being achieved and the level of impact.

13. Additional considerations:

Question	Y/N	Comments/Impact

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

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

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

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

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

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

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

The total cost pressures are £184,000.

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

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

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

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

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

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

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

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

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

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

6. Additional :

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

7. Key actions required to deliver this proposal

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the proposal.

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

8. Additional skills/ business needs

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

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

9. Consultation

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

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

10. Key Risks and Issues

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

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Users of Grass Routes service unhappy with changes to existing provision	Operational	User demand is high and service users have become accustomed to being able to specify preferred travel times. If route optimisation is employed passengers may need to travel at different times	Medium	Early engagement and implementing better ways for users to book the services (e.g. on line booking not just through the contact centre).

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

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

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

12. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

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

The proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure proposal, including the performance being achieved and the level of impact.

13. Additional considerations:

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

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

1. Pressure Description

Why is this pressure required?

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

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

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

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

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

2. Objectives of Investment

What are the objectives of investing in the identified pressure?

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

Expected positive impacts

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

Expected negative impacts

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

3. Actions required to minimise the pressure

Describe the key activities that will be undertaken to minimise the investment required and the action holders. This includes any actions contributed to by other services. Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the proposal.

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

4. Additional skills/ business needs

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

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

5. Consultation

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

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

Will any further consultation be needed?

Name	Organisation/ department	Date
No		

6. Measuring performance on the proposal

How do you intend to measure the impact of the investing in the pressure identified? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

Focus - Budget/Process/Staff/Customer	Indicator	Target 2020/21	Target 2021/22	Target 2022/23	Target 2023/24
Improved service resilience and reliability	Less complaints	na			

Better staff liaison	Improved compliance with corporate indicators e.g. cico	na			

7. Key Risks and Issues

Are there any potential barriers and risks that will need to be managed in delivering the outcomes expected from investing in the pressure identified, including any negative impacts identified in section 1 that need to be accounted for. Also, set out the steps that will be taken to mitigate these risks.

Barrier or Risk	Strategic/ Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions
Suitable recruitment	operational	Salary may be insufficient to attract suitable applicants	Medium	Market supplement applied if necessary
Remains insufficient to offer suitable mgt resource	operational	A large workforce spread over many sites working numerous shift patterns and weekends but the industry tends to operate on very slim mgt arrangements	low	Recruit extra (working) supervisors

8. Assumptions

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

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

9. Monitoring the pressure proposal

The pressure proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure proposal, including the performance being achieved and the level of impact.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Version	Date	Changes Made
1		
2		
3		
4		

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

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

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

Resources - £608

CEO - £2,659

Enterprise - £48,617

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

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

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

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

Is an Option Appraisal required? (Please refer to MCC Standard Option Appraisal Process/Template)	N/A																																											
What is the impact of this proposal on other services?	N/A																																											
What other services will affect this proposal?	N/A																																											
Will this proposal require any amendments to MCC policy?	NO																																											
Will this proposal have any staffing implications?	NO																																											
Will this project have any legal implication for the authority?	NO																																											
Will this proposal have any financial benefit?	YES	<table border="1"> <thead> <tr> <th>Description</th> <th>Remainder of 19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>23/24</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Resources Fees & Charges increase</td> <td></td> <td>608</td> <td></td> <td></td> <td></td> <td>608</td> </tr> <tr> <td>CEO Fees & Charges increase</td> <td></td> <td>2,659</td> <td></td> <td></td> <td></td> <td>2,659</td> </tr> <tr> <td>Enterprise Fees & Charges increase</td> <td></td> <td>£48,617</td> <td></td> <td></td> <td></td> <td>£48,617</td> </tr> <tr> <td>School meals charge increase</td> <td></td> <td>£23,956</td> <td></td> <td></td> <td></td> <td>£23,956</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Additional Comments:</p>	Description	Remainder of 19/20	20/21	21/22	22/23	23/24	Total	Resources Fees & Charges increase		608				608	CEO Fees & Charges increase		2,659				2,659	Enterprise Fees & Charges increase		£48,617				£48,617	School meals charge increase		£23,956				£23,956							
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Will this proposal require investment to implement?	No	<table border="1"> <thead> <tr> <th>Investment Description</th> <th>Description</th> <th>Remainder of 19/20</th> <th>20/21</th> <th>21/22</th> <th>22/23</th> <th>Total</th> <th>Source of funding</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Investment Description	Description	Remainder of 19/20	20/21	21/22	22/23	Total	Source of funding																																		
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Has this proposal considered the opportunities for external funding?	N/A																					
Will this proposal have any non-financial impacts?	NO	<table border="1"> <thead> <tr> <th>Ref</th> <th>Benefit</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Ref</th> <th>Disadvantage</th> </tr> </thead> <tbody> <tr><td>1</td><td></td></tr> <tr><td>2</td><td></td></tr> <tr><td>3</td><td></td></tr> <tr><td>4</td><td></td></tr> </tbody> </table> <p>Additional Comment:</p>	Ref	Benefit	1		2		3		4		Ref	Disadvantage	1		2		3		4	
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Has a risk analysis been completed for this proposal?	N/A	<p>Main Risks</p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Risk</th> <th>RAG Rating</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table>	Ref	Risk	RAG Rating	Mitigation																
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<p>(Please refer to MCC Strategic Risk Management Policy)</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 20px;">1</td><td style="width: 30%;"></td><td style="width: 20%;"></td><td style="width: 30%;"></td></tr> <tr><td>2</td><td></td><td></td><td></td></tr> <tr><td>3</td><td></td><td></td><td></td></tr> <tr><td>4</td><td></td><td></td><td></td></tr> <tr><td>5</td><td></td><td></td><td></td></tr> <tr><td>6</td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </table> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> Additional Comment: </div>	1				2				3				4				5				6											
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<p>What evidence/data has been</p>		<p>Previous year's budget has been utilised to inform a percentage increase for 20/21</p>																																

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

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

		£25/£50 – Low Contravention Fee £35/£70 - High Contravention Fee	0%	0	Part of overall pressure mandate - income budgets are unachievable
		£60.00	0%	0	
		£60.00	0%	0	
		£137.50			
		£430 pa. £220 6 months or £110 3 months	0%	0	
		£540 pa. £275 6 months or £138 3 months			
		£1,500 per visit depending on what it will be used for.	0%	0	
		Various	0%	0	
		Various	0%	0	
Catering	School Meals	£2.50	2%	0	Included as part of the mandate saving
		Various		0	
Cleaning			2.5%		Price will increase to keep up with pay award etc... but service is struggling to meet income target in 19-20 so budget will not increase as it will only create a budget pressure going forward.
Waste	Sale of Garden Bags to residents	£18 per bag	0%	0	Reduction in period of bags collected (No collection for 3 winter months so no increase in charge)
	Sale of bags to Trade	£2.65	2.5%	1,900	
	Sale of bags to Trade	£17 for roll of 26 bags	6%	1,000	
	Sale of Trade Bins	£11.95, £15.00, £18.00 and £23.70 for coll & disp chg,	2.5%	10,000	Increase of 2.5%
	Trade Notes	£30.00	17%	2,250	
	Sale of glass boxes to Trade	£26.00			Businesses will use a glass box instead of the red and purple recycle bags so different stream of income not additional steam of income
			63%	0	

	Sale of glass wheelie bins to Trade	Charge per bin for collection and disposal for 140L £5 and 240L £8 collected fortnightly	23%	0	Businesses will use a glass box instead of the red and purple recycle bags so different stream of income not additional stream of income
				0	
Transport	Private MOTs	£54.85 for a Car MOT - Price Fixed centrally. Prices increase depending on size of vehicle	2.50%	0	Prices fixed nationally so no increase to fee - not currently meeting budget so will only result in a budget pressure.
Grounds Maintenance	External Income	Various depends on size and type of contract	0%	0	External charges are set per contract sometimes over more than one year. Existing budget remains the same to match the forecast.
Passenger Transport	Private Hire	Various - depends upon the length of the hire and the number of drivers, hire times and fuel prices.	3%	0	Price will increase to keep up with pay award etc... but service is struggling to meet income target in 19-20 and a budget pressure has been included in MTFP.
Borough Theatre	Admission, Refreshments, Room/Facility Hire	Various - depends upon type of show, length of hire etc....	2.50%	8,347	
Events Team	Event Management	Various - depends on time required.	0%	0	
Planning & Housing	Building Control Fees	Various	2.5%	10,079	Based on demand not individual price increase due to trading reserve being in a surplus the actual fees are to remain at 19-20 prices to identified as part of savings
	Development Control	Various	1.5%	0	
Communications	External Fees	Varies - Dependant on length of time spent	2.5%	123	
Housing	Housing				
	Careline Alarms non business	£4.50 per week per client		0	Increasing the fee for this could make it unaffordable for clients, most clients who required these services are of pensionable age and not in receipt of high incomes.
	Careline Installation Charges	£45 per installation est. of 200	0%	0	
	Disabled Facility Grant Admin Fee	£950 per grant	0%	0	This income is a fixed amount per capital grant awarded, the more this increases the less money there is in the capital scheme to award as grants.
Sub-Total ENTERPRISE				48,617	

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

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

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

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

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

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

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

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

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

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

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

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

5. Additional Considerations:

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

6. Key actions required to deliver this proposal

Describe the key activities that will be undertaken to deliver the proposal and the responsible action holders. This includes any actions contributed to by other services (i.e. Finance/HR/DPO/Procurement/Legal etc.). Give the timescales to complete the work. This must also factor in any business activities that will need to be done differently or cease in order to achieve the proposal.

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

7. Additional skills/ business needs

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

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

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

Consultee	Description	Date (delivered/planned)

9. Key Risks and Issues

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

Barrier or Risk	Strategic/Operational	Reason why identified (evidence)	Risk Level (High, Medium or Low) Based on a score assessing the probability & impact	Mitigating Actions

10. Assumptions

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

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

11. Measuring and monitoring performance

How do you intend to measure the impact of this proposal? This will include budget measures and further possible measures that cover process, staff and customers. Targets need to be set over the duration of the proposal where appropriate.

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

The proposal will be monitored through directorate budget monitoring. This will lead into corporate budget monitoring. In addition, the action plan, performance measures and the risk assessment must be transferred into the service plans for the business area in order to monitor and challenge the delivery of the pressure proposal, including the performance being achieved and the level of impact.

12. Additional considerations:

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

Service Area	Service being charged for	Proposed Charges for 2020/21 £:p	Percentage Increase	Increased additional budget income identified for 2020/21 budget setting purposes	Reason why inflationary increase is not being considered
SOCIAL CARE & HEALTH DIRECTORATE					
ADULT SERVICES					
Community Meals	Community Meals & Day centre meals	The meal price to be held at £4.50 per meal	0	-	The meal price to be held at £4.50 per meal due to a downturn in meal sales and any increase may result in further meal sale reduction
	<u>Flat rate charges for preventative services</u>				
	Meals @ home, per meal				
	Meals @ home, suppers, per meal				
	Lunch ant day centre establishments, chg per meal				
	Lunch at luncheon clubs, charge per meal				
	Laundry service, cost per wash				
	Lifeline - monitoring and pendant, chg per week				
	Assistive Technology, chg per wk				
Mardy Park	Catering	Pricing follows that of Community meals		-	
	Mardy Park room hire			-	
Non residential fees	Actual charge based on Financial Assessment in line with legislation within the SSWB Act 2014	£14.29 for an hourly rate of care, day care session or respite night, up to the lower of a client's assessed charge or the weekly maximum cap.	16.56%	72,349	

Residential/Nursing Fees which includes Part III own care home being Severn View and Budden Crescent	Actual charge based on Financial Assessment in line with legislation within the SSWB Act 2014	Based on individual ability to pay as means tested, but increase budget in line with Government proposed rise in benefits and state pension of 3.9%. This will increase our own home charge from its current £523.37 per week to £557.92	3.90%	105,783	
	Catering - Severn View	Pricing follows that of Community meals	0	-	
Public Health	Fee Income			257	
	Commercial licences			83	
	Commercial Fee Income			0	
	Food Safety training	Remain as 2019/20 based on market research by budget manager		-	
	Discretionary Advisory Visits	60	£10		
	Veterinary Inspection Recharge	290	£17	-	
	Riding Establishments	300		-	
	Petrol Station Permits/Licenses	As per 2019/20. These are set by legislation.		-	
	Registration for acupuncture, tattooing and ear piercing	50	1.7	-	

	Local Authority Pollution, Prevention and Control				
	Application fee	As per 2019/20. These are set by legislation.			
	Private water supplies (fees set by Council but within max fig defined by EC directive)	As per 2019/20 as these were increased substantially in excess of inflation March 2018.			
Trading Standards.	Licences	Inflationary increases based on CPI of 1.7% as at end of September 2019	1.7%	86	
	Fee Income		1.7%	164	
	Animal Licences				
	Boarding Establishment	128			
	Dog Breeding	128			
	Home Boarding	61			
	Dangerous Wild Animals	163			
	Pet Shop	89			

	Explosive Licences				
	New 1 Year		111		
	Renewal 1 Year		55		
	New 2 Year		143		
	Renewal 2 Year		87		
	New 3 Year		176		
	Renewal 3 Year		122		
	New 4 Year		210		
	Renewal 4 Year		155		
	New 5 Year		242		
	Renewal 5 Year		188		
	Weights & Measures				
	Fee per TSO		64		
	Fee per TO		38		
Licensing	Licenses	Dave Jones	Anticipate inflationary increase as per CPI of 1.7% as at end of September 2019 pending Committee agreement for Hackney License Fees for 2020/21	3,626	
	Hackney Licenses	The 2020/21 licensing fees will be set by the Licensing and Regulatory Committee on 14th January 2020		-	

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

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

ENT019	Highways Operations - Staff Savings - Efficiencies in workforce and reception @ Raglan depot.		(9)
	Highways Operations - Winter Maintenance - Net saving from Route based forecasting software improving pre-salting accuracy.		(5)
	Hwys Operations - Reduction in Plant & Equipment Hire through investment		(3)
	Hwys Operations - Provision of recycled tarmac to other local authorities.		(5)
CFC001	School Meals - School Meals Price increase from £2.45 to £2.50.		(20)
CFC001	Discretionary fees & charges		(48)
	ENT Totals	764	(579)

Ref	Social Care & Health	2020/21 Pressure £000	2020/21 Saving £000
SCH004	Fees and charges increases		(189)
	SCH Totals	0	(189)

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Protection



<p>Name of the Officer Craig O'Connor</p> <p>Phone no:01633 644849 E-mail: craigoconnor@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>Proposed 20/21 budget savings for Development Management (CENT021)</p>
<p>Name of Service Development Management</p>	<p>Date Future Generations Evaluation 05/12/2019</p>

NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc




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



Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
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Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>The proposed support re-structure ensure that we have a planning support team that is fit for purpose in terms of skills and resource levels. The proposed income generating proposals ensure that we preserve other roles and ensure that the department is looking to balance the budget. The negative impacts of these proposals is charging additional fees to customers of the service, and one redundancy unless suitable redeployment is identified.</p>	<p>To mitigate the impact of planning fees rises we will look to ensure that we maintain high levels of performance and ensure high standards of customer service.</p>
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>The monitoring fee for S106 contributions would result in closer inspection of the receipt of green infrastructure contributions to enable the green infrastructure strategy to be realised.</p>	<p>Not applicable</p>
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>Not applicable</p>	<p>A restructure within the support team will have an impact on the welfare of colleagues and the service will ensure that support is provided to minimize the impact of this change.</p>
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>Pre application discussions will enable the Council to engage with developers and promote sustainable forms of development that ensure that we have cohesive communities.</p> <p>The monitoring fee for S106 contributions would contribute towards the salary costs of the Monitoring Officer and will ensure contributions to offset the</p>	<p>Not applicable</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
	infrastructure impact of new development are received and properly spent.	
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Pre application discussions will enable the Council to engage with developers and promote sustainable forms of development that consider the climate emergency declaration.	Not applicable
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	Pre application discussions will enable the Council to engage with developers and ensure the County's rich heritage is protected and enhanced.	Not applicable
A more equal Wales People can fulfil their potential no matter what their background or circumstances	The budget proposals will not have an unfair impact on any person as would be applied to all application types. The proposed restructure will follow proper HR policy requirements to ensure it is fair and equitable.	Not applicable

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

<p>Sustainable Development Principle</p>	<p>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</p>	<p>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</p>
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>The proposed budget proposals ensure that the Development Management Service is fit for purpose offers efficient service delivery. The proposals ensure that the department continues to generate income and the restructuring of resources ensures that there is a long term saving for the department and that we are building a service that is appropriate for future service delivery.</p>	<p>Negative impacts are that some services will be delivered at a higher cost. Customers will continue receive value for money and a high level of customer service and the rise in cost of services will better achieve cost recovery.</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The proposals ensure collaboration and working with developers and the public to achieve their development aspirations. By offering bespoke pre application advice service we are ensuring that we can ensure that customers are aware of the requirements within Monmouthshire of building resilient sustainable communities and we achieve the best development possible.</p>	<p>We need to work with customers within pre application discussions to achieve the best development possible and be aspirational with regards to our requirements to achieve sustainable development.</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The budget proposal will have an impact on all people engaging in the planning process. The proposals are largely relating to increases due to inflation and the increase of statutory fees by the Welsh Government (WG) and seek to better achieve cost recovery. Charging a modest fee for S106 planning contribution is considered to be reasonable and is being conducted in some other Authorities therefore developers are aware of paying for this service. The fee is considered to be reasonable, justified and proportionate.</p>	<p>Positive impacts of the budget proposals is that the service will be generate further income and thus looking to work closer to cost recovery.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The proposal to restructure the support team results in the team having resources that are fit for purpose and appropriate to deliver an efficient service. Charging for the S106 contributions will contribute towards the salary costs of the Monitoring and Enforcement Role and ensures that we monitor S106 constructions for the Council which enables it to deliver statutory services. Increasing the fees for some services ensures that services are cost recovering in nature given rises in costs generally.</p>	<p>None</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>The increase in fees and paying for services will impact on other organisations such as developers and users of the planning service however it ensures that we are able to provide these non-statutory functions and enables us to actively engage with people about their developments. This results in better forms of development. Customers want honest open conversations and the increase cost of these services is considered to be reasonable given existing costs to the service.</p>	<p>Negative impacts are that the additional costs may result in lower take up of services however it is considered the increases are marginal and reasonable justified therefore it should not have an adverse impact on service delivery.</p>

- 3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity.		
Disability	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity.		
Gender reassignment	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity.		
Marriage or civil partnership	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity.		
Pregnancy or maternity	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity.		

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	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity.		
Religion or Belief	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity.		
Sex	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity. It is acknowledged that three of the four postholders at risk are female.		
Sexual Orientation	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity.		
Welsh Language	Not applicable as budget proposals will impact each person equally. The restructure and associated redundancy will follow HR policies to ensure fairness and equity.		

- 4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information**

please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	Not applicable		
Corporate Parenting	Not applicable		

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

The majority of the increases in costs of services would be statutory fees that are set by the WG or are rises to fees that have previously been agreed by Cabinet Members to align with inflation. In terms of item 4 raising the bespoke pre application charges a task group was established to review the current service and determine if the current service is delivering for customers and also if it is reaching cost recovery. The group established that the majority of the services offered we are charging adequately however one level needed to be raised to cover the services costs. Data was used from the last two years of offering the service. We have calculated the officer time and fuel costs to deliver the service and balanced this against the cost of the service. The conclusion being that this level is not reaching cost recovery. Evidence from customers within feedback forms also establishes that this service is valued and we would like to retain it.

With regards to item 6 the DM Support team was without a member for 5 months and there wasn't any immediate deterioration in customer service. The phone duties have remained with the Planning Officers and again, there hasn't been any deterioration in service. The Public Access system has enabled our customers to self-serve far more efficiently and also provides more information online. Increased use of Planning Portal by agents and customers, integration with back office system and document management system means that those applications submitted using this service need less capacity to administer and a more IT-based skillset. There is far more less need for administrative duties and the roles have significantly changed over time. As the skills of the team develop so will the Uniform system develop, it will bring about more automation e.g. Welsh Government sustainable development indicators and evolve as new legislation comes into force. The DM service needs to be supported by a team that has the correct skills and attributes to support the newly adopted IT system and ensure an efficient planning service is delivered to customers.

The proposed budget proposals have been considered by the Head of Planning, Head of Placemaking, Housing, Highways and Flooding, the Chief Officer for Enterprise and by DMT. All parties are content with the proposals and they would seek to ensure that the DM service functionally efficiently.

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

The main positive implications of the budget proposals is that it will ensure that the service uses its resources efficiently and that we seek to achieve cost recovery and implement charging for some services in line with other Local Authorities. The negative impact relates to the welfare of the support team restructure and ensuring that all colleagues are supported during this restructure process which would result in the loss of 1 FTE post. However, the savings in the long term balance out this short-term impact. There is potential for this reduction in a post will have an impact on the central reserve fund in relation to redundancy and pension costs. It is unlikely that the scale of the proposed fee changes and charging for some of these services will have a negative impact given the scale of the fees proposed however this will be monitored as outlined.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Implement the proposed budget proposals	There are several elements to the proposals but all will be implemented by April 2020. One element will be August 2020 (WG 20% application fee increase).	Philip Thomas Development Services Manager and Craig O'Connor Head of Planning	Progress will be monitored via the management team meetings which are held monthly.

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

The impacts of this proposal will be evaluated on:	20/09/2020
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Cabinet	20.12.19	



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Future Generations Evaluation
(Includes Equalities and Sustainability Impact Assessments)

<p>Name of the Officer completing the evaluation</p> <p>Debra Hill-Howells Phone no: 01633 644281 E-mail: debrahill-howells@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>To undertake a restructure and re-design of the Council’s Passenger Transport service to ensure that it is sustainable and financially viable. This will involve a review of the Grass Routes service to ensure that routes are optimized and reduce the staffing structure to reflect changing workload demands.</p>
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Name of Service Passenger Transport Unit – Operations Team	Date Future Generations Evaluation form completed 11 th December 2019
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NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc


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




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	The service re-design and review of the Grass routes service will ensure that the use of resources (vehicles and manpower) is maximized to avoid unnecessary journeys and that resources are fully utilized. There will be a negative impact on jobs as a reduction in contracts and the optimization of Grass routes services will result in a reduced workforce.	The service will work with customers to minimize any inconvenience in changing travel times on the Grass Routes Service. We will also investigate and if feasible implement alternative channels for booking Grass routes travel to make access to the service easier for customers. The restructure of the service will be undertaken in conjunction with the staff and their unions.


Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>	<p>Ensuring that the Grass Routes service is optimized will reduce the number of vehicles used and vehicular movements which will help reduce our carbon footprint.</p>	<p>Currently exploring the potential for electric buses to be acquired when replacing our fleet. This will require a better knowledge of the power requirements to meet the charging requirements which may restrict the vehicles to Raglan in the early stages give the limitations of Caldicot depot.</p>
<p>A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood</p>	<p>The Grass routes service is a demand responsive service designed to provide transport throughout our rural county preventing social isolation and supporting community members to live independent lives.</p>	
<p>A Wales of cohesive communities Communities are attractive, viable, safe and well connected</p>	<p>As above</p>	
<p>A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing</p>	<p>The Grass Routes service is provided to Monmouthshire residents, therefore the social and economic impact of the service is limited to the region. The environmental impact of the service are global as the vehicles are all currently petrol or diesel. Alternative fleets are being investigated.</p>	<p>As above</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>The proposed changes will not have any impact on the welsh language.</p> <p>The provision of the Grass routes service enables customers to access facilities in our County and neighboring towns.</p>	
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>The proposals will impact on all customers equally. The restructure proposals will not prejudice any staff with the protected characteristics</p>	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	<p>The demands for the Grass routes service have grown and in some circumstances it has developed into a dial a ride, which is not feasible or sustainable in the longer term. Route optimization will ensure that routes are planned to minimize any duplicated routes which may mean that some users will have to adjust their preferred travel times. This will enable us to reduce the fleet and by default fuel and maintenance costs as well as staff resources. This will ensure that the redesigned service is sustainable for the longer term.</p>	<p>We will where possible continue to accommodate customer demands. The review will incorporate feedback from drivers (volunteers and paid) and customers.</p>

<p>Sustainable Development Principle</p>	<p>Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.</p>	<p>Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>The Grass routes service has to date relied on volunteer drivers to help deliver the service, due to changes in license categorization, the availability of volunteer drivers is reducing and we are now more reliant on paid drivers. We will however, continue to try and attract volunteers and we will utilize feedback from customers and stakeholders to inform any changes.</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>The customers and volunteer drivers are the key stakeholders of the Grass routes service and they will be consulted.</p> <p>Staff and trade unions will be consulted as part of the restructure proposals and feedback will be considered and where appropriate changes will be undertaken to the proposals.</p>	<p>Any consultation will need to be framed within the context that the key drivers will be to reduce the carbon footprint, reduce costs and ensure the future sustainability of the service.</p>
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The costs of the PTU service have continued to escalate as service demands have increased. This has resulted in an inefficient service where we have tried to accommodate all users' requests. The proposed review will enable us to realign the service ensuring that it is viable, efficient, reflects the need to reduce our carbon footprint and is sustainable in the longer term</p>	

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>Integration Considering impact on all wellbeing goals together and on other bodies</p>	<p>Inevitably the proposals will reduce the level of flexibility that the current service has provided. This however is no longer sustainable as we need to reflect on the requirement to reduce our carbon footprint, reduce unnecessary or duplicate journeys and reduce costs. This will have consequences on our customers and our staff. We are considering alternative fuel vehicles and improvements to our booking systems.</p>	

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	N/A	The Grass routes service is well used by our older citizens to maintain their independence any reduction in service routes will therefore disproportionately impact on this group.	Where possible we will continue to offer the same routes, however customers may be asked to adjust pick up and drop off times to ensure that the buses are well utilized and we avoid duplicate routes to accommodate user preferences.
Disability	Our newer minibuses are disabled compliant and able to accommodate all users. All new minibus vehicles are DDA compliant and we are removing older vehicles which are not compliant.	The Grass routes service is well used by our older citizens, who may also be disabled or have mobility issues, to maintain their independence any reduction in service routes will therefore disproportionately impact on this group.	Where possible we will continue to offer the same routes, however customers may be asked to adjust pick up and drop off times to ensure that the buses are well utilized and we avoid duplicate routes to accommodate user preferences.
Gender reassignment	No disproportionate impact on this group	No disproportionate impact on this group	
Marriage or civil partnership	No disproportionate impact on this group	No disproportionate impact on this group	
Pregnancy or maternity	No disproportionate impact on this group	No disproportionate impact on this group	
Race	No disproportionate impact on this group	No disproportionate impact on this group	
Religion or Belief	No disproportionate impact on this group	No disproportionate impact on this group	

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 disproportionate impact on this group	No disproportionate impact on this group	
Sexual Orientation	No disproportionate impact on this group	No disproportionate impact on this group	
Welsh Language	No disproportionate impact on this group	No disproportionate impact on this group	

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?

Safeguarding	None	The service provides vital transport to those accessing support services such as day care and medical appointments. By optimizing routes this may impact on preferred or necessary travel times for users	The supporting guidance and service policies need to be reviewed and amended to ensure that those users with medical and safeguarding needs are prioritized when allocating seats and determining routes
Corporate Parenting	None	None	

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

- Service data – this includes current routes, user numbers, and service costs.
- Route optimisation benefits derived from School Transport review
- Fleet availability & demand
- Increased service costs

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

The proposals will result in a more efficient operating model in terms of the staffing base and the service provided, however this may have a negative impact on service users who will need to have more flexibility around travel times and it will result in job losses with the Operations unit. The changes will however enable the service to more resilient, compliant with legislation and contribute positively to our climate emergency action plan.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Prepare a revised operating model based on evidenced service need	Proposed structure to be completed by the end of December to enable staff consultation to commence early in the new year	Debra Hill-Howells / Gareth Emery	
Undertake a review of the Grass Routes service using route optimization principles	January – April 2020	As above	
Review the Grass routes policies and booking systems	As above	As above	

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

The impacts of this proposal will be evaluated on:	January 2020
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	Cabinet	20.12.19	

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Future Generations Evaluation (includes Equalities and Sustainability Impact Assessments)

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<p>Name of the Officer Frances O'Brien Peter Davies Matt Gatehouse Matt Phillips</p> <p>Phone no: 01633 644686 E-mail: francesobrien@monmouthshire.gov.uk</p>	<p>Please give a brief description of the aims of the proposal</p> <p>As part of the Authority's MTFP process and in setting an annual budget, we have reviewed all of our current fees & charges and if there is any scope to increase this for 2020/21.</p> <p>Full details of all proposals can be found under Efficiency Saving Proposal CFC001 – Enterprise Fees and Charges (inc associated spreadsheet)</p>
<p>Name of Service:</p> <p>Enterprise, Resources and Chief Executives</p>	<p>Date Future Generations Evaluation form completed</p> <p>18th December 2019</p>

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

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Maintaining a service that provides access to healthy meals	<p>A five pence increase in the charge for school meals will result in an increase in cost for those with school-aged children.</p> <p>Raising the cost of cemetery fees may have a disproportionate impact on those above the age of 18 who will incur the additional costs.</p>	<p>Ensure the Social Services and Well-being Act charging legislation is adhered to, so service users are means tested to determine their ability to pay.</p> <p>Free school meals are available for those on incomes below a certain level. We will continue to promote Free School Meal entitlement</p> <p>If a family cannot afford to pay for a burial they may be entitled to assistance in the form of a S46 burial. A local authority has a responsibility to organise a S46 funeral where</p> <ol style="list-style-type: none"> 1. no funeral arrangements have been made 2. no relatives of the deceased can be found, or 3. the relatives of the deceased cannot or will not arrange a funeral <p>The Local Authority however will be entitled to recover the costs of the funeral from the deceased estate.</p>

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Disability	<p>Both the Careline Alarms and installation charges are remaining fixed for 2020/21 and are not being increased in line with inflation.</p> <p>The Disabled Facility Grant administration fee remains fixed for 2020/21.</p>	N/a	Ensuring that the Careline service continues to be offered to those how require it.
Gender reassignment	N/A	N/A	
Marriage or civil partnership	N/A	N/A	N/A
Pregnancy or maternity	N/A	N/A	N/A
Race	N/A	N/A	N/A
Religion or Belief	N/A	N/A	N/A




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	N/A	N/A	N/A
Sexual Orientation	N/A	N/A	N/A
Welsh Language	None identified	None identified	All signage and material arising from budget proposals will be compliant with the Welsh Language measure 2011
Poverty	Although Poverty isn't a protected characteristic, it is important to assess and understand the impact of our proposals on those in poverty, especially if there is a cumulative impact from a number of proposals. This is in line with our Social Justice policy.	Increases in school meal charges will have a more significant impact on those on lower incomes. Increases in cemetery fees will have a disproportionate impact on those on lower incomes.	Free school meals are available for those on incomes below a certain level. We will continue to promote Free School Meal entitlement to ensure greater awareness and take up. The Local Authority will undertake a S46 funeral where the family is unable or unwilling to organise the funeral, but the costs can be recoverable from the deceased estate.



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

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Allows for the fees and charges we levy to be uplifted to reflect current price of goods, services and works	The full range of increased fees and charges incorporated within this proposal will be subject to full engagement and consultation with the community and elected members of the authority prior to being considered for inclusion in the 20/21 budget.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N/A	N/A
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	Uplift in fees and charges allows resources to be allocated to priority areas across the authority such as social care and education. Increase in school meals charges enables us to maintain a service that focuses on providing nutritional meals to young people that supports their physical wellbeing and health.	The full range of increased fees and charges incorporated within this proposal will be subject to full engagement and consultation with the community and elected members of the authority prior to being considered for inclusion in the 20/21 budget.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	N/A	N/A
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Adhere to the charging legislation of the Act will mean a fairer and consistent charging for services across Wales.	As above
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	N/A	N/A
A more equal Wales People can fulfil their potential no matter what their background or circumstances	N/A	N/A

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Long Term</p> <p>Balancing short term need with long term and planning for the future</p>	<p>Increases in fees and charges have been considered in the context of whole life cost analysis over the long-term in order to ensure sustainable and cost effective service delivery now and in the future.</p>	<p>Mitigating arrangements are in place to minimize the impact of increased fees of charges on people on low incomes</p>
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>Fee increases are considered in conjunction with opportunities to deliver services more efficiently in collaboration with existing and new partners</p>	<p>Consultation and engagement with communities and elected members of proposed increases as part of MCC 20/21 budget setting process</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>These proposals will form part of the budget exercise and will be subject to a public consultation exercise. This will include sessions with existing groups such as the Access for All forum that represents people with disabilities.</p>	<p>Ensure that proposals and the accompanying Future Generations evaluations are used during, and updated as a result of, consultation and engagement.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>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 20/21 budget setting process</p>
 <p>Integration</p> <p>Considering impact on all wellbeing goals together and on other bodies</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 20/21 budget setting process</p>

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

	Describe any positive impacts your proposal has	Describe any negative impacts your proposal has	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Social Justice	Social justice is about reducing inequalities in society by working towards more equal distribution of wealth and opportunities so everyone can achieve their full potential. Increasing charges enables to maintain services that are accessible to all..	There is a risk that any budget proposals that increase in costs will have a disproportionate impact on people on low incomes and therefore will widen inequality.	The council is committed to aligning evidence based policy, programmes of work and resources with the aim of supporting people and communities to fulfil their potential and live the lives they want to live. Mitigation is in place to reduce the financial burden on people who can least afford it.
Safeguarding	There are no specific positive impacts identified at this stage	There are no specific negative impacts identified at this stage	Safeguarding is at the heart of everything the council does. All staff are trained to a level that is appropriate to their role.
Corporate Parenting	There are no specific positive impacts identified at this stage	There are no specific negative impacts identified at this stage	

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

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

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

. These will be added following the budget consultation.

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

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

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

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1.0	Cabinet	20/12/19	



Name of the Officer Tyrone Stokes Phone no: 01633 644589 E-mail: tyronestokes@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal As part of the Authority's MTFP process and in setting an annual budget, we have reviewed all of our current fees & charges and if there is any scope to increase this for 2020/21.
Name of Service Finance	Date Future Generations Evaluation form completed 18 th November 2019

NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc


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




Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
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Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Allows for the fees and charges we levy to be uplifted to reflect current prices, or for means tested services, to only pay for what they can afford, in line with benefits and pensions predicted uplift	Ensure the SSWB Act charging legislation is adhered too, so service users are means tested to determine their ability to pay.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	N/A	N/A
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	N/A	N/A
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	N/A	N/A
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	Adhere to the charging legislation of the Act will mean a fairer and consistent charging for services across Wales	
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and	N/A	

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
protected. People are encouraged to do sport, art and recreation		
A more equal Wales People can fulfil their potential no matter what their background or circumstances	N/A	

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

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p>	When reviewing what fees & charges to uplift we have considered this in decided which ones to increase or not	

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>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	<p>N/A</p>	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>N/A</p>	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>N/A</p>	

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Integration Considering impact on all wellbeing goals together and on other bodies</p>	N/A	

- 3. Are your proposals going to affect any people or groups of people with protected characteristics?** Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link: <http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	Will only apply to a small cohort of service users those being assessed as being financially viable to pay the maximum charge	Those people who have been assessed as able to afford to pay the maximum contribution will have to pay the increased charge.	The council has a legal obligation under the Social Services and Wellbeing Act 2014 to conduct means tested assessments on its service users.
Disability	Will only apply to a small cohort of service users those being assessed as being financially viable to pay the maximum charge	Those people who have been assessed as able to afford to pay the maximum contribution will have to pay the increased charge.	The council has a legal obligation under the Social Services and Wellbeing Act 2014 to conduct means tested assessments on its service users.
Gender reassignment	N/A	N/A	
Marriage or civil partnership	N/A	N/A	
Pregnancy or maternity	N/A	N/A	
Race	N/A	N/A	
Religion or Belief	N/A	N/A	
Sex	Will only apply to a small cohort of service users those being assessed as being financially viable to pay the maximum charge	Those people who have been assessed as able to afford to pay the maximum contribution will have to pay the increased charge.	The council has a legal obligation under the Social Services and Wellbeing Act 2014 to conduct means tested assessments on its service users.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Sexual Orientation	N/A	N/A	
Welsh Language	N/A	N/A	

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

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	N/A	N/A	
Corporate Parenting	N/A		

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

Proposed increases by Department of Works and Pensions on benefits and State Retirement Pension uplifts and Consumer Prices Index as at September 2019.

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

- Positive impact will be ensuring we at least keep in line with inflation for non means tested charges where applicable
- Negative impact – for those charges that are means tested some people who have the ability to pay more will do. As the ability to pay is means tested a service user will not pay more than they can afford.

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

What are you going to do	When are you going to do it?	Who is responsible	Progress
Inform service users affected for means tested fees and charges	Following consultation and agreement through the budget setting process	SCH Finance Manager	On target
Non means tested fees & charges	Following consultation and agreement through the budget setting process	Individual budget managers	On target

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

The impacts of this proposal will be evaluated on: 1 st June 2020	SCH DMT
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9. **VERSION CONTROL:** The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	<i>DMT</i>	20 th Nov 2019	

REPORT

SUBJECT	REVENUE & CAPITAL MONITORING 2019/20 FORECAST OUTTURN STATEMENT – MONTH 7
DIRECTORATE	Resources
MEETING	Economy & Development Select Committee
DATE	30th January 2020
DIVISIONS/ WARD AFFECTED	All Authority

1. PURPOSE

- 1.1 The purpose of this report is to provide Economy and Development Select Members with information on the revenue and capital outturn position of the Authority, accommodating capital slippage and approved reserve usage.
- 1.2 This report will also be considered by Select Committees as part of their responsibility to,
 - assess whether effective budget monitoring is taking place,
 - monitor the extent to which budgets are spent in accordance with agreed budget and policy framework,
 - challenge the reasonableness of projected over or underspends, and
 - monitor the achievement of predicted efficiency gains or progress in relation to savings proposals.

2. RECOMMENDATIONS PROPOSED TO CABINET

- 2.1 That Members consider a net revenue forecast of £3.99m deficit, and the one off adjustments designed to return a balanced position (£245k surplus) prior to the end of March 2020.
- 2.2 That Members note the 85% delivery of the budget setting savings agreed by full Council previously and a need for remedial action/savings in respect of circa 15% savings (£994k) reported as delayed or unachievable by service managers.
- 2.3 That Members consider the capital outturn spend of £39.38m, introducing a £384k anticipated underspend, and the presumptions made around net financing consequences as per para 4.4.
- 2.4 Members note the extent of movements in reserve usage, including individual budgeted draws on school balances, and their effect on current prudent financial planning assumptions (para 5.2 onwards).

3. REVENUE MONITORING ANALYSIS

3.1 Increasingly Scrutiny Committee feedback is that monitoring reports are getting more involved, detailed and as a result more difficult to follow. This isn't particularly unusual in periods of increasing service overspends and pressures and the consequential need for remedial savings to compensate for agreed savings not likely to be made. Further clarification has been requested to understand how best monitoring could be enhanced, but as an interim step, the ordering of the report has been altered in an attempt to provide a clearer holistic revenue and overall savings position and better organise Scrutiny Committee portfolio matters within the commentary for each Committee.

3.2 Overall Revenue Position

Table 1: Council Fund 2019/20 Outturn Forecast Summary Statement at Month 7 (Period 2)

Service Area	Initial 2019-20 Annual Budget	Virements to budget Mth2	Virements to budget Mth 3-7	Revised Annual Budget	Revised Forecast Outturn	Forecast Over/ (Under) @ Outturn based on Month 7 Activity	Forecast Over/ (Under) @ Outturn based on Month 2 Activity
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	(+ net exp,-net income)	(+ net exp, -net income)	(+ net exp, -net income)	(+ net exp, - net income)	(+ net exp, -net income)	(+ deficit, - surplus)	(+ deficit, - surplus)
Adult Services	7,644	0	17	7,661	7,872	211	186
Children Services	11,937	0	22	11,959	14,733	2,774	2,296
Community Care	22,610	0	32	22,642	23,318	676	2
Commissioning	1,604	0	74	1,678	1,626	-52	1
Partnerships	418	0	0	418	418	0	0
Public Protection	1,458	0	0	1,458	1,482	24	6
Resources & Performance	573	0	-42	531	532	1	-3
Total Social Care & Health	46,244	0	103	46,347	49,981	3,634	2,488
Individual School Budget	44,508	0	125	44,633	44,495	-138	0
Resources	1,252	0	0	1,252	894	-358	-359
Standards	5,429	0	0	5,429	6,796	1,367	701
Total Children & Young People	51,189	0	125	51,314	52,185	871	342
Business Growth & Enterprise	1,590	0	126	1,716	1,659	-57	-7
Operations	15,498	0	999	16,497	16,745	248	77
Planning & Housing	2,193	0	-244	1,949	2,262	313	4
Tourism Life & Culture (Monlife)	3,324	0	141	3,465	3,574	109	260

Total Enterprise	22,605	0	1,022	23,627	24,240	613	334
Legal & Land Charges	701		0	701	763	62	20
Governance, Democracy and Support	3,952	0	-16	3,936	3,984	48	10
Total Chief Executives Unit	4,653	0	-16	4,637	4,747	110	30
Finance	2,630	0	-73	2,557	2,510	-47	-123
Information Communication Technology	2,640		185	2,825	2,780	-45	-68
People	1,647	0	60	1,707	1,713	6	2
Future Monmouthshire	-14		-20	-34	145	179	207
Commercial and Corporate Landlord Services	622	0	187	809	811	2	-124
Total Resources	7,525	0	339	7,864	7,959	95	-106
Precepts and Levies	19,240	0	0	19,240	19,060	-180	-181
Coroners Service	117			117	145	28	29
Archives Service	182			182	182	0	0
Corporate Management (CM)	158	0		158	162	4	54
Non Distributed Costs (NDC)	595	0	0	595	675	80	62
Strategic Initiatives	442	0	0	442	0	-442	-442
Borrowing Cost Recoupment	-1,455		1,455	0	0	0	0
Insurance	1,400	0	-17	1,383	1,432	49	0
Total Corporate Costs & Levies	20,679	0	1,438	22,117	21,656	-461	-478
Net Cost of Services	152,895	0	3,011	155,906	160,768	4,862	2,610
Fixed Asset disposal costs	119	0	-28	91	91	0	0
Interest and Investment Income	-206	0	0	-206	-318	-112	-34
Interest payable & Similar Charges	4,130	0	84	4,214	4,062	-152	-153
Charges required under regulation	5,202	0	512	5,714	5,687	-27	49
Borrowing Cost Recoupment			-3,425	-3,425	-3,425	0	
Contributions to Reserves	444	0	-103	341	341	0	0
Contributions from Reserves	-789	0	-51	-840	-840	0	0
Appropriations	8,900	0	-3,011	5,889	5,598	-291	-138
General Government Grants	-62,548		0	-62,548	-62,548	0	0
Non Domestic rates	-30,682		0	-30,682	-30,682	0	0

Council Tax	-75,124	0	0	-75,124	-75,591	-467	0
Council Tax Benefits Support	6,559		0	6,559	6,442	-117	-58
Financing	-161,795	0	0	-161,795	-162,379	-584	-58
Net Council Fund (Surplus) / Deficit	0	0	0	0	3,987	3,987	2,414

3.3 This outturn forecast presents a significant and increased overspend. The pressure areas remain those that have been highlighted in previous reports e.g. additional learning needs, social care generally and children's services specifically, passenger transport, car parking, Monlife and authority wide savings held against Future Monmouthshire no longer anticipated to be apportioned to services to deliver.

3.4 A comparison of the Net Council fund line against previous year's activity indicates the significance of the variance,

Net Council Fund Surplus	2019-20	2018-19	2017-18	2016-17	2015-16	2014-15
	£'000	£'000	£'000	£'000	£'000	£'000
Period 1	2,414 deficit	379 deficit	164 deficit	1,511 deficit	867 deficit	219 deficit
Period 2	3,987 deficit	766 surplus	62 deficit	839 deficit	1,066 deficit	116 deficit
Period 3				79 surplus	162 deficit	144 deficit
Outturn		49 surplus	652 surplus	884 Surplus	579 surplus	327 surplus

3.5 Discussion amongst SLT has identified a limited opportunity for immediate in year recovery action and any such action is already factored into the forecast, so their focus has been upon mitigating the bottom line effect. The Council anticipates one off windfalls in respect of vat receipt from HMRC, an in year grant contribution from WG, and has received guidance from WG concerning a capitalisation directive and the ability to have flexible use of capital receipts to meet the costs associated with service reform.

Explanation of Capitalisation Directive eligibility

3.6 The direction correspondence reminds that local authorities cannot borrow to finance the revenue costs of service reform. Local authorities can only use capital receipts from the disposal of property plant and equipment assets received in the years in which this flexibility is offered.

3.7 Welsh Ministers believe that individual authorities and groups of authorities are best placed to decide which projects will be most effective for their areas. The key criterion to use when deciding whether expenditure can be funded by the capital receipts flexibility is that it is forecast to generate ongoing savings or reduce revenue costs or pressures over the longer term to an authority, or several authorities, and/or to another public body.

3.8 Welsh Government guidance indicates a wide range of projects that could generate qualifying expenditure and the list below is not prescriptive. Examples of projects include:

- Preparatory work necessary to support local authority mergers as part of the programme to reform local government in Wales;
- Sharing back-office and administrative services with one or more other council or public sector body;
- Investment in service reform feasibility work, e.g. setting up pilot schemes;
- Collaboration between local authorities and central government to free up land for economic use;
- Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation;
- Sharing Chief Executives, management teams or staffing structures;
- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;
- Aggregating procurement on common goods and services where possible, either as part of local arrangements or using the National Procurement Service, Crown Commercial Services or other central purchasing bodies which operate in accordance with the Wales Procurement Policy Statement;
- Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training;
- Setting up alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others); and
- Integrating public facing services across two or more public sector bodies (for example children’s social care, trading standards) to generate savings or to transform service delivery.
- Investment which supports economic growth projects which are also designed to reduce revenue costs or pressures over the longer term, across one or more local authorities and/or other public sector bodies.

3.9 Officers have drawn up the following draft list of expenditure that accords with Welsh government guidance

		£'000	Justification
Children & Young People			
Mounton House Recoupment	Income reduction caused by reduced demand for service following anticipated closure	300	Service reconfiguration
Preparing for new ALN bill		121	Service reform
Revision to Education Psychology service to cover early years and wellbeing in schools		40	Service reconfiguration
SEND ALN portal costs		17	Driving a digital approach
Social Care & Health			
Joint Local authority working (GWICES, Sc. 33, Frailty, regional safeguarding board, Gwent foster fee		113	Integrated services

harmonisation & care home pooling			
IT scheme costs		50	Driving a digital approach
“Turning World Upside Down” on boarding		183	Service reconfiguration
Chief Executives and Resources			
Redundancy costs associated with Council Tax service redesign and merger with TCBC provision		26	Service restructuring
Atebion Procurement Review		16	Investment in service reform feasibility work
Digital programme office – recharge time to facilitate new Wales wide Social Care IT system		38	Driving a digital approach
Market Hall Income loss whilst facility being renovated		56	Service/facility transformation
Shared Chief internal Auditor provision		36	Shared staffing structure
Provision of My Mon app, chat bot and contact Centre refinements		25	Driving a digital approach
Digital programme office recharge in respect of improving efficiency of local authority services		305	Driving a digital approach
Enterprise			
City Deal 10 authority collaboration, annual revenue contribution		62	Integrated services
Project Gwrdd residual waste partnership contribution		35	Integrated services
Facilitating waste polypropylene bag roll out		10	Service reconfiguration
Apprentice, graduate, intern coordinator post		14	Service reconfiguration
Highways restructure redundancy cost		39	Service restructuring
Car parking redundancy cost		30	Service restructuring
Waste recycling review – agency, vehicle hire, additional staff costs		249	Service reconfiguration
Waste – HWRC permit introduction facilitation		40	Service reconfiguration

Introduction of Waste re-use shop		30	Service reconfiguration
Waste officer recharge in respect of facilitating above		80	Service reconfiguration
Shared PTU management with Newport bus		38	Shared staffing structure
Staff costs of PTU core strategic board		69	Service reconfiguration
TOTAL		2,022	

3.10 The addition of such costs to the capital programme still requires full Council approval. This approval will be requested as part of the revenue outturn and accounts closure process. Their effect together with other use of one off funding to mitigate the bottom line position would illustratively provide the following revised forecast outturn.

		£'000
Net Council Fund forecast in year deficit		3,987
Less WG ad hoc contribution to afford pay, already provided for in full.		(310)
Less one off VAT receipt – Ealing judgement, decision to exempt Leisure services income, claims cover period Jan 07 – Mar 19 and total £2.1m, and settlement range is anticipated to be between £1.7m -£2.1m		(1,900)
Less capitalisation directive		(2,022)
Revised Surplus		(245)

3.11 Overall 2019/20 Budget Savings Progress

This section monitors the specific savings initiatives and the progress made in delivering them during 2019-20 as part of the MTFP budgeting process.

In summary they are as follows,

Disinvestment by Directorate 2019-20	2019/20 Budgeted Savings	Value of Saving forecast at Month 7	Delayed Savings	Savings deemed Unachievable YTD
REVENUE MONITORING 2019-20	£000	£000	£000	£000
Children & Young People	(1,234)	(1,208)	0	(26)
Social Care & Health	(1,246)	(1,115)	(90)	(41)
Enterprise	(1,480)	(930)	(152)	(399)
Resources	(1,342)	(1,236)	(106)	0
Chief Executives Units	(106)	(46)	(60)	0
Corporate Costs & Levies	0	0	0	0
Appropriations	(282)	(162)	0	(120)
Financing	(756)	(756)	0	0
DIRECTORATE Totals	(6,446)	(5,453)	(408)	(586)

- 3.12 Anticipated mandated saving performance has changed materiality from month 2 and is running at 85% of budgeted levels (down 3%), largely the consequence of anticipated delayed savings £408k (was £39k at month 2), being more significant than the favourable movement in those savings deemed unachievable, month 7 indicates £586k being deemed potentially unachievable (was £709k at month 2).
- 3.13 The emphasis of reporting savings is based on whether saving is forecast to be achieved, even if not manifest in Directorate management reports yet. Consequently, the savings appendix (Appendix 2) also has a traffic light system to indicate whether savings are likely to be achieved or have justifiable reasons explaining delayed implementation.
- 3.14 In a new attempt to give practical effect to an aspiration of Scrutiny Committee members to derive a simpler presentation that only captures their portfolio area, Appendix 1 provides a more detailed commentary of the main pressures and underspends within Economy and Development.

Appendix 1 Economy & Development Select Revenue Monitoring

However, the situation is by definition complicated and will not be balanced within Select portfolios appreciating the overall budget is managed holistically, and it is necessary to give Select members the same quality of information as Cabinet to be able for them to take an informed view on the robustness of Cabinet budget management activities which remains a fundamental purpose of the report.

4 CAPITAL POSITION

4.1 The summary forecast Capital position at outturn is as follows,

MCC CAPITAL BUDGET MONITORING 2019-20 at Month 7 by SELECT COMMITTEE						
SELECT PORTFOLIO	Forecast Spend at Outturn	Slippage Brought Forward	Total Approved Budget 2019/20	Forecast Capital Slippage to 2020/21	Revised Capital Budget 2019/20	Capital Expenditure Variance
	£000	£000	£000	£000	£000	£000
Children & Young People	3,267	2,219	3,852	201	3,651	(384)
Economy & Development	18,495	465	18,495	0	18,495	0
Adult	319	0	490	171	319	0
Strong Communities	17,297	7,165	18,697	1,400	17,297	0
Capital Schemes Total 2019-20	39,378	9,849	41,534	1,772	39,762	(384)

4.2 Capital expenditure at month 7 is forecast to underspend by £384k at month 7 primarily at Caldicot (£208k) and Monmouth (£176k) 21c Schools due to Asbestos environmental removal costs being lower than expected as well as reduced snagging expenditure.

Slippage to 2020/21

4.3 Total Provisional Slippage at Month 7 is £1,772k (an increase of £633k since month 2). This comprises,

- Car Park redevelopment costs of £1,000k including the County Hall car park £688k; Granville Street Car Park £162k and £150k for general car park upgrades delayed due to a County wide car park review.
- Crick Road Care Home project exhibits £171k slippage following a review of the construction timescales
- £365k slippage is evident in S106 schemes due to £164k worth of contract delays in the Clydach Gorge, Environmental surveys and Planning considerations
- The deferral of new ALN Provision at Overmonnow School (£201k) due to the schemes' project costs being under review.
- It is anticipated that costs in respect of following schemes will also fall into 2020-21; Abergavenny Community Hub (£124k), Property Maintenance schemes (£99k) and £13k for an IT improvement scheme within financial systems.

Capital Financing and Receipts

4.4 Given the anticipated capital spending profile reported in para 4.1, the following financing mechanisms are expected to be utilised.

MCC CAPITAL FINANCING BUDGET MONITORING 2019-20 at Month 7 by FINANCING CATEGORY						
CAPITAL FINANCING SCHEME	Annual Financing	Slippage Brought Forward	Total Approved Financing Budget 2019/20	Provisional Budget Slippage to 2020/21	Revised Financing Budget 2019/20	Forecast Capital Financing Variance 2019/20
	£000	£000	£000	£000	£000	£000
Supported Borrowing	2,403	0	2,403	(0)	2,403	0
General Capital Grant	3,681	0	3,681	0	3,681	0
Grants and Contributions	2,169	0	2,194	(25)	2,169	0
S106 Contributions	1,321	1,316	1,662	(341)	1,321	0
Unsupported borrowing	24,784	6,956	26,299	(1,131)	25,168	(384)
Earmarked reserve & Revenue Funding	343	169	447	(104)	343	0
Capital Receipts	3,010	1,409	3,181	(171)	3,010	0
Interest Free Financing	1,667	0	1,667	0	1,667	0
Capital Financing Total 2019-20	39,378	9,850	41,534	(1,772)	39,762	(384)

Useable Capital Receipts Available

- 4.5 In the table below, the effect of the changes to the forecast capital receipts on the useable capital receipts balances available to meet future capital commitments is shown. The table also models the anticipated use of capitalisation directive in current year and next year (captured from 2020-21 capital budget proposals). Both of which still require endorsement by Members.

Movement in Available Useable Capital Receipts Forecast at outturn

TOTAL RECEIPTS	2019/20	2020/21	2021/22	2022/23
	£000	£000	£000	£000
Balance b/f 1 st April	4,581	6,531	10,224	10,865
Add:				
Receipts received in year	1,468			
Receipts forecast received	5,416	6,713	1,098	1,300
Deferred capital receipts	98	100	102	104
Less:				
Receipts to be applied	(3,010)	(1,704)	(559)	(559)
Anticipated capitalisation directive application	(2,022)	(1,416)		
Set aside	0	0	0	0
Predicted Year end receipts balance	6,531	10,224	10,865	10,710

- 4.6 At Month 7, a total of £171k of Capital receipts will be slipped which relates to the new Crick Road Care Home project due to the contractors starting later in this financial year due to a delay in awarding the contract. This project has a 3-year project timeframe ending 2020-21, and condenses a very significant build programme into last financial year. Much of the project spend is underpinned by grant funding which disappears if not drawn down in full by end of next financial year. This places additional significance upon the quality and extent of project management within the Social Care Directorate to ensure sufficient eligible expenditure is incurred within necessary timescales.

5 RESERVES

- 5.1 The Council has unallocated reserves in the form of Council fund balance and school reserves. Realistically the level of surplus/deficit affecting Council Fund will commonly fluctuate before the end of the year, but for estimating purposes we will commonly presume services' activities will be influenced to avoid material adverse effect. It also has earmarked reserves that are created for a specific purpose.
- 5.2 Revenue and Capital monitoring reflects an approved use of reserves. A specific analysis is undertaken at every formal periodic monitoring exercise to establish whether reserve cover conveyed to services by members will be fully utilised within the financial year. Where it is apparent this is not the case, both the reserve movement budget in appropriations budget and the expenditure within service directorate is adjusted. This is to prevent any imbalance in the bottom line position for net cost of services.

The table overleaf provides summary analysis of reserve balances based on approvals and progress anticipated through the revenue and capital monitoring exercise.

Account	Balance brought forward	Slippage usage from 2018-19	2019-20 anticipated net movements	Balance carried forward
	(-surplus)/ deficit			(-surplus)/ deficit
Council Fund (Authority)	-7,111,078		0	-7,111,078
School Balances	232,404		650,241	882,645
Sub Total Council Fund	-6,878,674	0	650,241	-6,228,433
<i>Earmarked Reserves:</i>				
Sub-Total Invest to Redesign	-1,083,167	0	-73,113	-1,156,280
Sub-Total IT Transformation	-479,139	129,675	62,143	-287,321
Sub-Total Insurance and Risk Management	-1,018,744	0	0	-1,018,744
Sub-Total Capital Receipt Generation	-278,880	24,735	118,566	-135,579
Sub Total Treasury Equalisation	-990,024	0	0	-990,024
Sub-Total Redundancy and Pensions	-332,835	0	88,038	-244,797
Sub-Total Capital Investment	-643,337	0	15,999	-627,338
Sub-Total Priority Investment	-405,000	0	300,000	-105,000
	-5,231,127	154,410	511,633	-4,565,083
<i>Other Earmarked Reserves:</i>				
Museums Acquisitions Reserve	-52,885		0	-52,885
Elections Reserve	-83,183		-35,000	-118,183
Grass Routes Buses Reserve	-151,084		-5,000	-156,084
Youth Offending Team	-150,000		0	-150,000
Building Control trading reserve	-14,490		0	-14,490
Outdoor Education Centres Trading Reserve	0		0	0
CYP maternity	-135,795		135,795	0
Plant & Equipment reserve (Highways)	-33,541		0	-33,541
Homeless Prevention Reserve Fund	-49,803		0	-49,803
Solar Farm Maintenance & Community Fund	-41,000		-23,000	-64,000
Newport Leisure Park Reserve	-61,899		0	-61,899
Castlegate Reserve	-79,500		0	-79,500
Local Resilience Forum Reserve (Gwent PCC Tfr)	-115,090		0	-115,090
Rural Development Plan Reserve	-413,190		0	-413,190
Sub-Total Other Earmarked Reserves	-1,381,460	0	72,795	-1,308,665
Total Earmarked Reserves	-6,612,587	154,410	584,428	-5,873,748
Total useable revenue reserves	-13,491,261	154,410	1,234,669	-12,102,182

Schools Reserves

- 5.3 Each of the Authority's Schools is directly governed by a Board of Governors, which is responsible for managing their school's finances. However, the Authority also holds a key responsibility for monitoring the overall financial performance of schools.

The net effect of an individual school's annual surplus or deficit is shown in a ring-fence reserve for the particular school. Details of which for each school are included in Appendix 3 based on their latest anticipation supplementing their statutory section 52 budget submissions at end May 2019.

- 5.4 In summary form the anticipated outturn school balances are predicted to be,

	Opening Reserves 2019-20 (surplus)/deficit	Forecast in year usage 2019-20	Forecast outturn position 2019-20
Combined balance	£232,404	£650,241	£882,645

In the last forecasting period (month 2) the use of reserves was £618,034, the current forecast indicates that this will increase to £650,241, leaving a deficit balance of £882,645.

- 5.5 15 schools started 2019-20 year in deficit. 14 were anticipated to end the year in deficit at month 2. Indications are 16 schools will end the year in deficit based on month 7 forecasts, with Pembroke Primary and Overmonnow Primary schools no longer anticipating coming out of deficit. The deficit position remains particularly acute for the 4 secondary schools. Monmouth Comprehensive is particularly significant at forecast £480k, however there is an agreed recovery plan in place and the school is following this. King Henry is currently developing a sustainable recovery plan and this will be agreed in the New Year. Chepstow School had a recovery plan previously, and this saw the school return to a surplus budget. The school is currently in a deficit budget, but has recently agreed a further recovery plan. Caldicot School also has agreed a recovery plan and are meeting the balances agreed.
- 5.6 The local authority has funded teachers' pay award for last 2 years and recent teachers' pensions fund rate changes has been afforded by WG grant. School balances have been declining over a number of years and for the year end 2018-19, balances were in a collective deficit. This forecast deficit has increased in the current financial year which is a concern. Schools are working closely with the Local Authority to minimise any overspends and agree recovery plans. Details of any individual schools' movements are provided in the movement on reserve shown in Appendix 3. The current arrangement allows for deficit budget planning irrespective of the collective position where an appropriate recovery plan was provided and agreed at the same time as a deficit budget. Five schools are in the process of agreeing recovery plans, in the majority of cases a slightly extended period of time has been allowed for this due to changes in the leadership or where the deficit is not material or improving.
- 5.7 This position is a concern to the Local Authority, if the deficit balances for schools continue to increase this could over time have an impact on the overall reserves for MCC. To help manage this situation Cabinet is considering the offer of a loan to schools as part of the draft budget proposals for 2020-21. Should it be approved there will be strict criteria around the offer, including the criteria that schools who take a loan cannot enter a deficit position and must be able to manage the repayments from the funding delegated to the school.

- 5.8 Members should maintain a heightened focus around those schools exhibiting red in the traffic light assessment in Appendix 3. Irrespective of the actions of the Executive, Scrutiny functions (CYP Select and Audit) to ensure that school maintain balances which are within the tolerance agreed in a recovery plan.

6 REASONS

- 6.1 To improve budget monitoring and forecasting information being provided to Senior Officers and Members.

7 RESOURCE IMPLICATIONS

- 7.1 The Council's operating model particularly around social care isn't a sustainable model. That isn't unique to Monmouthshire, but is perhaps more acute given poor annual settlement awards. Management have addressed such pressures and un-achievability of savings through their 2020-21 budget proposals, and accommodation of circa £9.7m pressures.
- 7.2 In the short term to avoid the Council fund balance falling below acceptable financial planning parameters (4-6% of net expenditure), the Council is intent to utilise one-off funding to assist with its bottom line outturn position in the form of additional WG grant, use of capital receipts and VAT recovery from HMRC from the implementation of Ealing ruling to treat previously standard rated services as an exempt supply.
- 7.3 It will be increasingly difficult to find additional remedial savings through the year in addition to those required to allow a balanced budget to be established every February. This volatility risk would be traditionally mitigated by a heightened accountability culture whereby service managers are reminded of the need to comply within the budget control totals established by members, and are more responsible for any variances to SLT and Cabinet and equally for Select Committees to exhibit a more focussed reflection upon the adequacy of budget monitoring being applied. Members may wish to re-enforce such accountabilities and review any remedial action proposed by service managers to resolve adverse situations.

8 EQUALITY AND SUSTAINABLE DEVELOPMENT IMPLICATIONS

- 8.1 The decisions highlighted in this report have no equality and sustainability implications.

9 CONSULTEES

Strategic Leadership Team
All Cabinet Members
All Select Committee Chairs
Head of Legal Services

10 BACKGROUND PAPERS

None

11 AUTHOR

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Appendices (attached below)

Appendix 1 Economy & Development Select Revenue Monitoring

Appendix 2 Mandated Savings Progress Report

Appendix 3 School Reserves

Economy & Development Select Portfolio Revenue Monitoring Commentary
(£719k net overspend)

1.1 Enterprise Directorate (£695k net overspend)

Business Growth and Enterprise predict a net **£56k underspend**, being caused by net vacancy savings. The forecast presumes no variance to Events or Borough Theatre activities, but please note there is still no formal Events strategy to indicate how events income will contribute a holistic benefit in sustaining services. This remains similar to the Borough Theatre situation.

Planning & Housing (net £312k overspend) – the large movement in adverse variance since month 2 is caused predominantly by Highways development and car parking moving into this division. There is a deficit in car parking income of £413k, which has been partly mitigated by staff savings within the service of £163k, resulting in a net deficit of £250k. The remainder of the deficit results from planning development income being less than budgeted, and declining renovation grant referrals resulting in less income for the housing service.

Tourism, Leisure & Culture - MonLife (£109k overspend) – The net imbalance is predominantly caused by deficiencies within Outdoor Education Service in the form of inadequate income generation and £40k of redundancy costs.

Operations forecast a collective £247k overspend. The position for each of main Operations areas is as follows, Transport Garage and Cleaning at breakeven; Catering section a £50k surplus; Passenger Transport a £405k deficit; Waste and Streetscene a £61k deficit and Highways a £169k surplus (the net result of redirecting revenue expenses to be afforded by additional capital funding, a mild winter prediction, and lighting column replacement programme reducing costs).

1.2 The 2019-20 budget process assigned £1.48m savings to Enterprise Directorate. All are anticipated to be achieved, other than the following exceptions.

- Delays to the implementation of budget proposals introduces shortfall against savings of £61k.
- Shortfall in car parking savings (£91k) comes in the form of reduced (9 month) income as uplifted charges haven't yet taken effect from changes to car parking arrangements and 10 months saving in respect of civic amenity savings agreed.
- The savings agenda within PTU were significant and wide ranging and involved significant officer time outside of core PTU team. Latest anticipation from a current retendering exercise still suggests a £194k shortfall against savings expectations.
- Monlife reported net £264k savings as a result of outsourcing service, £205k of which are reported as undeliverable by the service as a result of the decision to retain Monlife within Council structures.

1.3 Enterprise Director's Perspective

Enterprise and MonLife is forecasting to overspend by £611,709. The position could change before the end of the financial year as further consideration is given to the displacement of costs to our capital programme. Departmental performance is as follows:

Our main areas of concern continue to be Car Parks and Passenger Transport Unit (PTU) who are both overspending by £412,857 and £405,211 respectively.

Car Park income continues to be an issue where pay & display income is down against the budget. Delays in implementing the 2019-2020 price increases (they will not come into effect until January 2020) mean that the MTFP mandate savings will not be met in full. Our civil parking enforcement income target has also not been met, a lack of staffing on the ground in the early part of the financial year has meant that penalty notice income is down, this coupled with cash collection duties, increased costs of staffing, software, monitoring fees to RCT, equipment and uniforms means we will not meet our budget this year. The CPE unit is now near operating at full capacity and cash collection duties have been reallocated. The team is working very hard between now and year end to limit losses. In addition, the service has also had to incur £30k of redundancy costs.

The passenger transport unit is in adverse position due to a number of factors. The authority has set up an officer programme board to review all aspects of PTU provision in order to improve the service position. The operational arm of Home to School section is forecast to overspend by £105k due to its inability to achieve the Dynamic Purchasing System (DPS) tendering savings built into the 19-20 MTFP. ALN transport is forecast to overspend by £148k this relates to increased external contract prices along with additional pupil's intake during September 2019. The external schools contract is forecast to overspend by £85k. This overspend relates to increased pupil numbers from 18-19 to 19-20 however this has been partly offset through route optimisation which reduced 20 contracts. The private hire service is forecast to under recover income against its income target by £67,000. Work will continue within this section to look at its internal fleet and work force to maximise efficiency but these savings are unlikely to be delivered in this financial year.

Development Management is projecting to overspend by £57,801. It is forecasting an estimated shortfall in income. Recent Welsh Government decisions and policy direction mean that a number of applications expected at M2 are now unlikely to be submitted. The income shortfall has been offset partly from a small saving in supplies and services and part savings from two senior posts.

Highways Development & Flooding is forecasting to underspend by £163,000. This is mainly due to staff savings, where additional posts added as part of a recent restructure have been held vacant to mitigate the income pressures elsewhere in the service. There is also increased income from road closures and capital fees. These have been offset by overspends in flooding as a reduced grant has caused a pressure and in addition the service has also had to incur £47k of redundancy costs.

It is good to see that business growth and enterprise are forecasting to return an under spend. These are due to grant windfalls and staff vacancies which have assisted the overall portfolio position.

MonLife is predicted to be overspent by £108,547 this financial year. The bulk of this overspend lies within the Outdoor Education Service (150k) which is currently under review. The service withdrew from one site in 2019 and the resultant restructuring has resulted in a one-off redundancy payment of 42k. The loss of NCS as a key client has serious implications for the service for both now and for future years and there is a general decline in the number of 'user' days as austerity has had an impact on bookings.

A series of measures are being undertaken to reverse this decline with action plans in place and assistance and advice sought from Outdoor Activity Specialists. The results of the review and its recommendations will form the basis of a future report to Cabinet in 2020.

The initial budget also included a £205,000 saving from outsourcing the service but the decision to keep the service in house and the adoption of the Ealing ruling now means that

the VAT benefit for the year is likely to be an extra £272,000 resulting in a net benefit of £67,000. Some of this benefit will be used to fund the new posts within this financial year for which future funding has been secured by the approval of the 98k funding in next year's MTFP.








Other areas of overspend have occurred where the service has not been able to deliver the 2% vacancy factor which has proven difficult in front line services such as Leisure Centres where it is essential to replace staff who absent through sickness or annual leave.

2.1 Social Care & Health (£24k overspend)

Public Protection (£6k overspend) – predominantly the net effect of a static establishment and inability to derive the inherent 2% vacancy efficiency/saving built into budget.









Savings Matrix






Disinvestment by Directorate 2019-20	2019/20 Budgeted Savings	Value of Saving forecast at Month 7	Delayed Savings	Savings deemed Unachievable YTD
REVENUE MONITORING 2019-20	£000	£000	£000	£000
Children & Young People	(1,234)	(1,208)	0	(26)
Social Care & Health	(1,246)	(1,115)	(90)	(41)
Enterprise	(1,480)	(930)	(152)	(399)
Resources	(1,342)	(1,236)	(106)	0
Chief Executives Units	(106)	(46)	(60)	0
Corporate Costs & Levies	0	0	0	0
Appropriations	(282)	(162)	0	(120)
Financing	(756)	(756)	0	0
DIRECTORATE Totals	(6,446)	(5,453)	(408)	(586)

Children & Young People		2019/20 Budgeted Savings	Value of Saving forecast at Month 7	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress
		£000	£000	£000	£000	£000	
CYP 1	Federated school model	(23)	(23)				Saving achieved
CYP 3	Investigate options to revise running and budgeting of Gwent Music - Schools	(40)	(40)				Close working with Gwent Music has identified where the savings can be achieved
CYP 4	Fees and charges - Before School Club - Schools. Residual effect of 2018-19 budget proposal, reflecting 5 months activity at £1 pd	(72)	(46)		(26)		Lower take up of paid childcare element has resulted in a shortfall on the income
CYP 6	Continuation of inclusion review (incl Mounton Hse)	(275)	(275)				Full savings have been achieved
CYP 7	Nursery Provision, double counting topped up schools Jan 19 - March, already provided every Sept	(40)	(40)				Full savings have been achieved
CYP 11	Teachers Pension Scheme - increased rates - prudent assumption of funding from WG at 60%	(475)	(475)				Grant income has been received to offset this
CYP 11	Teachers Pension Scheme - increased rates - prudent assumption of funding from WG at 40%	(309)	(309)				Grant income has been received to offset this
CHILDREN & YOUNG PEOPLE Budgeted Savings Total 2019-20		(1,234)	(1,208)	0	(26)		






Social Care & Health		2019/20 Budgeted Savings	Value of Saving forecast at Month 7	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress
		£000	£000	£000	£000	£000	
SCH 1	Practice change- continue the transformation of practice. Early help, reablement, better life planning and realigning provision to meet personal outcomes .	(536)	(536)				
SCH 2	Fairer charging weekly threshold increases from £70 to £80 generating income following means test	(129)	(129)				
SCH 3	Respite Care - income generation from Fairer charging threshold.	(9)	(9)				
SCH 4	Increase income budget for Mardy Park to reflect additional income from new sc33 agreement	(36)	(36)				
SCH 5	Adults transport budget realignment as people use own transport solutions	(15)	(15)				
SCH 6	Realign Drybridge Gardens budget , based on M5 underspend position	(11)	(11)				
SCH 7	Reduce Individual support service (ISS) staffing costs following end of current two year detriment	(6)	(6)				
SCH 8	Efficient rota management @Budden Crescent following recent review	(20)	(20)				
SCH 9	Continuing Health Care (CHC) Adult - Health recoupment	(100)	(100)				
SCH 10	Budget to represent care home fee income from property sales	(160)	(160)				
SCH 11	Additional charges recovered from property	(90)	0	(90)			Awaiting Counsel direction
SCH 12	Children, Welsh government (WG) additional grant funding for Looked after children (LAC)	(41)	0		(41)		Due to extra demand and the cost involved £41K goes very little way if any to
SCH 13	Discretionary fees & charges uplift	(93)	(93)				
SOCIAL CARE & HEALTH Budgeted Savings Total 2019-20		(1,246)	(1,115)	(90)	(41)		



Enterprise		2019/20 Budgeted Savings	Value of Saving forecast at Month 7	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress
		£000	£000	£000	£000	£000	
18-19	OPS Grounds/waste - 1 year freeze of Head of waste p	40	40				Achieved
18-19	OPS Highways - displace core costs with grant	200	200				Achieved
ENT001	PLANHOUS – Development Mgt – Increased income from discretionary services	(13)	(13)				Achieved
ENT002	PLANHOUS - Development Mgt Press notice savings	(5)	(5)				Achieved
ENT003	OPS - Waste - Move to Re-usable bags for recycling. V	(45)	0	(45)			Cabinet decision to phase in this change so this saving is not achievable this year.
ENT004	OPS - Waste - Move to plastic bags instead of starch for food waste £30k per annum. Bags are going into Energy from Waste (EfW) regardless and contractor wants us to use plastic as easier to reprocess	(30)	(30)				Achieved
ENT005	Household waste recycling centre Day closures – Usk 2 days, Troy 2 days, Llanfoist 1 day, Five Lanes 1 day, circa £72k consequence	(72)	(60)	(12)			Only 10 out of 12 mths savings achieved due to delays
ENT008	OPS - Waste - Issue “Tax Disc” style permits to all residents with council tax to reduce cross border traffic of waste	(24)	(20)	(4)			Only 10 out of 12 mths savings achieved due to delays
ENT009	OPS Grounds/waste - Head of waste post, permanent removal from base.	(40)	(40)				Achieved
ENT010	OPS - Car Parks - Increase in charges - 10%	(90)	(30)	(60)			Only 3 months of savings currently achievable due to the length of consultation processes.
ENT014	OPS - Car Parks - Identifying additional car parking sites. Severn Tunnel Junction (requires investment)	(15)	0	(15)			The plans for Severn Tunnel Junction have changed dramatically so this income will not be achievable this year.







Enterprise		2019/20 Budgeted Savings	Value of Saving forecast at Month 7	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress
		£000	£000	£000	£000	£000	
ENT015	OPS - Car Parks - changing charging times 08.00-18:00	(3)	(1)	(2)			Only 3 months of savings currently achievable due to the length of consultation processes.
ENT016	OPS - Car Parks - Charging On a Sunday	(20)	(6)	(14)			Only 3 months of savings currently achievable due to the length of consultation processes.
ENT010-017	First year implementation costs of car parking proposals	106	106				Achieved
ENT018	OPS - Releasing spare budget funding from 18-19 Pay	(30)	(30)				Achieved
ENT019	OPS - Highways - Generate additional turnover through expansion of workforce to undertake more private/grant work. Would require additional investment.	(50)	(50)				Achievable
ENT020	OPS – Highways – Review of disposal of Highways arisings	(25)	(25)				Still undertaking review into proposal to achieve this. Delay could affect ability to fully meet target, although Highways will look at other means to manage shortfall.
ENT021	OPS - Streetlighting - rearranging of the funding of previous LED SALIX Loans	(38)	(38)				Achieved
ENT022	OPS - PTU Dynamic purchasing system (DPS) Retendering Savings.	(194)	0		(194)		Early indications are that the changes required to make this saving will happen too late in the year to have any benefit in 19/20

Enterprise		2019/20 Budgeted Savings	Value of Saving forecast at Month 7	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress
		£000	£000	£000	£000	£000	
ENT023	ECO - Community & Pships - Staff and Supplies & servi	(30)	(30)				Achieved
ENT024	ADM/MONLIFE savings	(205)	0		(205)		Net saving based on benefits gained by Mon Life moving into charity status (NDR/Gift Aid/Vat), as this is no longer going ahead the savings are unachievable.
ENT025	ADM/MONLIFE fees & charges uplift	(59)	(59)		0		Achieved
ENT025	Discretionary fees & charges uplift	(27)	(27)				Achieved
ENT026	Headroom to capitalise Highways expenditure	(812)	(812)				Achieved
ENTERPRISE Budgeted Savings Total 2019-20		(1,480)	(930)	(152)	(399)		

Chief Executive's Unit		2019/20 Budgeted Savings	Value of Saving forecast at Month 7	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress
		£000	£000	£000	£000	£000	
CEO001	GOVDEMSUP - Releasing budget saving on Wales local government association (WLGA) Subscription	(3)	(3)				Achieved
CEO002	GOVDEMSUP - Reduction in annual grant provided to Monmouth CAB (1k), releasing budget saving (3k)	(1)	(1)				Achieved
CEO003	GOVDEMSUP - Additional Income from Caldicot Hub - Desk Leasing Scheme	(2)	(2)				Achieved
CEO004	GOVDEMSUP - Policy - Net Staff Savings from not filling admin post	(3)	(3)				Achieved
CEO005	GOVDEMSUP - Community Hubs - Cross-subsidy with new income from Com Ed external	(25)	(25)				Achieved
CEO006	GOVDEMSUP – Contact Centre – Integrated Customer Communications	(60)	0	(60)			Delays in restructuring the service and increases in calls have meant that any potential savings have been negated by the requirement to bring in agency staff to cover staff sickness and vacant posts. This saving will not be made this financial year
CEO007	GOVDEMSUP - Members - Chairman's charity - Reduce/remove MCC Subsidy	(8)	(8)				Achieved
CEO008	GOVDEMSUP – Make wider use of Chairmans car to enable a release of a pool car within MCC	(3)	(3)				Achieved
CEO009	Discretionary fees & charges uplift	(1)	(1)				Achieved
CHIEF EXECUTIVES' UNIT Budgeted Savings Total 2019-20		(106)	(46)	(60)	0		

Resources		2019/20 Budgeted Savings	Value of Saving forecast at Month 7	Delayed Savings	Savings deemed Unachievable	Traffic Light based Risk Assessment	ASSESSMENT of Progress
		£000	£000	£000	£000	£000	
RES001	CORPLLORD Estates RE-FIT Energy Savings (net after funding repayments)	(25)	(25)				Achieved
18-19	RES (Procurement - supplementary duplicate payment review) - one off saving in 18-19 - needs to come back out	25	25				Achieved
RES002	Central Services Recharge to Monlife (gross, £143k pressure accomodated in 2018-19 budget)	(704)	(704)				As MonLife is now staying in-house this has been offset with an opposite pressure so nil effect.
RES003	Commercial property income - additional acquisitions - rental income above borrowing and other costs	(400)	(400)				Achieved
RES004	Commercial property income - Castlegate - create sinking fund through wider reserve replenishment from one-off VAT savings to afford release of annual net income to revenue account	(170)	(114)	(56)			Saving assumed 100% rental, currently we have some vacant units that are not producing any income so an element of saving will be delayed until we fill all our units.

Resources		2019/20 Budgeted Savings £000	Value of Saving forecast at Month 7 £000	Delayed Savings £000	Savings deemed Unachievable £000	Traffic Light based Risk Assessment £000	ASSESSMENT of Progress
RES005	Further Travel cost reduction (10%) to be allocated via Future Mon	(50)	0	(50)	0		Total saving forecast be achieved by 31st March 2020. Measures currently being implemented to reduce travel expenses across the authority comprise: Accommodation Review including reallocation of Social Care from Magor to Usk <ul style="list-style-type: none"> • Accommodation rationalisation • Area based working • Route optimisation • Pool car review • Digital enabling for members and officers, including, Skype, laptops, smart phones, tablets, mobile apps etc. • Refocus on agile working and the ability to work seamlessly from any location.
RES006	Discretionary fees & charges uplift	(18)	(18)				Achievable
RESOURCES Budgeted Savings Total 2019-20		(1,342)	(1,236)	(106)	0		

Corporate Costs & Levies		2019/20 Budgeted Savings £000	Value of Saving forecast at Month 7 £000	Delayed Savings £000	Savings deemed Unachievable £000	Traffic Light based Risk Assessment £000	ASSESSMENT of Progress
		0					
CORPORATE COSTS Budgeted Savings Total 2019-20		0	0	0	0		
Appropriations		2019/20 Budgeted Savings £000	Value of Saving forecast at Month 7 £000	Delayed Savings £000	Savings deemed Unachievable £000	Traffic Light based Risk Assessment £000	ASSESSMENT of Progress
APP001	Interest Receivable	(162)	(162)				
APP002	Minimum revenue provision (MRP) savings from capital receipts set aside - to be confirmed	(120)	0		(120)		The proposal involved use of Crick Road receipt, however legal agreement fetters its use until drainage solution secured
APPROPRIATIONS Budgeted Savings Total 2019-20		(282)	(162)	0	(120)		
Financing		2019/20 Budgeted Savings £000	Value of Saving forecast at Month 7 £000	Delayed Savings £000	Savings deemed Unachievable £000	Traffic Light based Risk Assessment £000	ASSESSMENT of Progress
FIN001	Council tax base increase - further increase anticipated beyond CT1 taxbase	(40)	(40)				
FIN001	Council Tax Reduction Scheme activity saving	(110)	(110)				
FIN002	Anticipated "floor" change to Aggregate external funding (AEF) (0.5% improvement)	(468)	(468)				
FIN003	Final "floor" change to 0.3%	(138)	(138)				
FINANCING Budgeted Savings Total 2019-20		(756)	(756)	0	0		

Appendix 3

Individual Schools Reserves

	Opening Balance 2019-20 (surplus)/ deficit	Estimated usage based on Month 7 (surplus)/ deficit	Forecast Closing Balance 2019-20 (surplus)/ deficit	Recovery Plan Yr end Target 2019-20 (surplus)/ deficit
Abergavenny cluster				
E003 King Henry VIII Comprehensive	82,797	136,804	219,601	71,901
E073 Cantref Primary School	(88,391)	(412)	(88,803)	
E072 Deri View Primary School	(80,000)	7,056	(72,944)	
E035 Gilwern Primary School	(55,251)	(9,228)	(64,479)	
E037 Goytre Fawr Primary School	(2,737)	(24,932)	(27,669)	
E093 Llanfoist Fawr Primary School	(14,342)	(7,522)	(21,864)	
E044 Llantillio Pertholey CiW Primary School (VC)	9,643	15,542	25,185	25,185
E045 Llanvihangel Crucorney Primary School	(34,341)	(2,003)	(36,344)	
E090 Our Lady and St Michael's RC Primary School (VA)	14,170	(28,628)	(14,458)	
E067 Ysgol Cymraeg Y Fenni	(51,306)	48,616	(2,690)	

	Opening Balance 2019-20 (surplus)/ deficit	Estimated usage based on Month 7 (surplus)/ deficit	Forecast Closing Balance 2019-20 (surplus)/ deficit	Recovery Plan Yr end Target 2019-20 (surplus)/ deficit
Caldicot cluster				
E001 Caldicot School	65,013	120,372	185,385	188,407
E068 Archbishop Rowan Williams CiW Primary School (VA)	(73,406)	(10,903)	(84,309)	
E094 Castle Park Primary School	23,772	(26,923)	(3,150)	(1,422)
E075 Dewstow Primary School	(108,642)	20,258	(88,384)	
E034 Durand Primary School	(29,087)	16,493	(12,594)	
E048 Magor CiW Primary School (VA)	54,651	(15,949)	38,702	13,348
E056 Rogiet Primary School	(20,015)	19,982	(33)	
E063 Undy Primary School	129,534	3,008	132,542	126,424
E069 Ysgol Cymraeg Y Ffin	32,979	30,280	63,259	Pending

	Opening Balance 2019-20 (surplus)/ deficit	Estimated usage based on Month 7 (surplus)/ deficit	Forecast Closing Balance 2019-20 (surplus)/ deficit	Recovery Plan Yr end Target 2019-20 (surplus)/ deficit
Chepstow cluster				
E002 Chepstow School	(50,661)	216,054	165,393	165,393
E091 Pembroke Primary School	13,239	(989)	12,250	(209)
E057 Shirenewton Primary School	(132,093)	41,810	(90,283)	
E058 St Mary's Chepstow RC Primary School (VA)	63,593	(6,463)	57,130	Pending
E060 The Dell Primary School	(16,389)	(3,560)	(19,949)	
E061 Thornwell Primary School	53,722	(48,779)	4,943	(645)

		Opening	Estimated	Forecast		Recovery
		Balance	usage	Closing		Plan
		2019-20	based on	Balance		Yr end
		(surplus)/	Month 7	2019-20		Target
		deficit	(surplus)/	(surplus)/		2019-20
		deficit	deficit	deficit		(surplus)/
		deficit	deficit	deficit		deficit
Monmouth cluster						
E004 Monmouth Comprehensive		538,326	(58,749)	479,577		487,767
E032 Cross Ash Primary School		(54,150)	11,616	(42,534)		
E092 Kymin View Primary School		(5,607)	(23,245)	(28,852)		
E039 Llandogo Primary School		83,516	94,142	177,658		(1,141)
E074 Osbaston CiW Primary School (VC)		(6)	27,411	27,405		Pending
E051 Overmonnow Primary School		18,473	602	19,075		Pending
E055 Raglan CiW Primary School (VC)		108,451	(59,955)	48,496		64,622
E062 Trellech Primary School		(71,983)	29,864	(42,119)		
E064 Usk CiW Primary School (VC)		(9,911)	(22,096)	(32,007)		

		Opening	Estimated	Forecast		Recovery	
		Balance	usage	Closing		Plan	
		2019-20	based on	Balance		Yr end	
		(surplus)/	Month 7	2019-20		Target	
		deficit	(surplus)/	(surplus)/		2019-20	
		deficit	deficit	deficit		(surplus)/	
		deficit	deficit	deficit		deficit	
Special Schools							
E020 Mouton House Special School		(141,505)	66,950	(74,555)		4,947	
E095 PRU		(19,652)	93,717	74,065		Pending	